

Salem UCC Church Profile

Verona, WI



MINISTERIAL EXCELLENCE,
SUPPORT & AUTHORIZATION

UNITED CHURCH OF CHRIST CHURCH PROFILE

Salem United Church of Christ Verona, WI

Full-time Settled Pastor

Wisconsin Conference, Southwest Association

[November 17, 2022]

- Position Posting
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*“God is able to provide you with every blessing, so that
having all sufficiency in all things at all times,
you may abound in every good work.”
(2 Corinthians 9:8)*

1 POSITION POSTING

- a. LISTING INFORMATION
- b. SCOPE OF WORK
- c. COMPENSATION & SUPPORT
- d. WHO IS GOD CALLING TO MINISTER WITH US?

1a. LISTING INFORMATION

Church name: Salem United Church of Christ

Street address: 502 Mark Drive, Verona, WI 53593

Salem UCC website: <https://www.salemchurchverona.org>

Facebook: <https://www.facebook.com/SalemUCCVerona>

Twitter: <https://twitter.com/SalemUCCVerona>

YouTube: <https://www.youtube.com/channel/UCT3gPwNjht9VfEXr2gY-Q-Q>

Additional ecumenical affiliations (e.g. denominations, communions, fellowships): none

Conference: Wisconsin Conference

Association: Southwest Association

UCC Conference or Association Staff Contact Person

Rev. Rachel Bauman

(she/her/hers)

Associate Conference Minister

Southwest Assn & Southeast Assn. (Waukasha & Burlington Districts)

Wisconsin Conference

United Church of Christ

rbauman@wcucc.org

608-630-2992

Summary Ministry Description:

Salem UCC emerged from the deepest part of the pandemic with a desire to renew, to grow, and to reach out and reconnect with the larger Verona area community. We face challenges in getting our groups and our energies back to full pre-COVID levels, and look forward to a time where we have a growing Sunday School program, where we have found new ways of connecting with the wider community, and especially where our Education, Youth, Mission, and Music programs serve as strong draws to those in the community who are looking for a spiritual foundation from which to grow as disciples, live as servants, and enjoy the strength of Christian fellowship. We seek an energetic and creative leader to help us leverage our strengths to address the multiple opportunities we see for sharing the welcome of God through worship, faith formation, leadership development, pastoral care and engagement, community outreach, and organizational stewardship.





What we value about living in our area:

Many of us were drawn to Verona's small-town elements that earned it the nickname "Hometown USA" several decades ago. Dane County has strong school districts, a world-class university, a vast range of employment opportunities, good health care systems, the state capital, and a progressive viewpoint. We enjoy a variety of outdoor activities, sports and fitness opportunities, cultural and entertainment offerings, and plenty of activities for our children.

Current size of membership: 284

Languages used in ministry (*other than English*): None

Position Title: Full Time Pastor

Position Duration:

Settled – a called position intended for longer-term ministry in which the minister moves church membership to the congregation and moves standing to related association

Compensation Level: Full Time

Does the total support package meet conference compensation guidelines? Yes.

1b. SCOPE OF WORK

The settled pastor position is responsible for planning and leading effective and relatable worship, faith formation, leadership development, pastoral care and engagement, community outreach, and organizational stewardship.

We seek a full-time Settled Pastor, responsible for planning and leading worship that enables us to interpret and act on the word of God. This person will provide compassionate pastoral care to Salem's congregation, especially to those who seek comfort and guidance, while keeping confidentiality and demonstrating acceptance of divergent views. Our new Pastor must be able to create authentic relationships with Salem's youth and across generational lines and guide our laypersons in developing strategies and programs that will grow our faith and discipleship. We seek a Pastor to serve as Salem's representative in supporting partnerships and relationships with community groups, other churches and the wider UCC, representing Salem in the community in social justice initiatives. Last, we need our Pastor to lead the congregation in being a welcoming community and growing our participation, membership and finances consistent with the programs and theological mission of Salem.

Full time Pastoral Position (40-50 hours weekly)

Responsibilities:

Preparation and Leadership of Worship

- Creating and maintaining a framework that inspires and encourages individuals to relate faith to daily lives, including scripture study
- Crafting of the liturgy
- Sermon preparation and planning of music in coordination with music staff, including bulletin preparation and encouraging lay participation
- Overseeing and providing leadership for special services, such as Ash Wednesday, Lenten services, Maundy Thursday, Good Friday services, and Christmas Eve, plus weddings and funerals

Faith Formation and Vitality

- Through prayer, bible study, service, and identifying resources and opportunities for assisting lay persons
- Creating authentic relationships with Salem's youth and across generational lines, including leading bible study and our adult Sunday School at times.
- Developing strategies and programs that will grow our faith and discipleship, including educational, spiritual life, mission opportunities, and confirmation classes

Leadership Development

- Working with the people of Salem to identify opportunities and to create ministry and programs
- Nurturing lay leadership and developing staff members by collaborating with and providing effective support, guidance and feedback to achieve the goals of each staff member's ministerial areas
- Providing support and spiritual guidance to the following committees: Council, Board of Christian Education, Personnel, Finance, Stewardship, Mission and other committees
- Identify resources available to support our missions, programs and leaders

Pastoral Care

- Visiting persons who are currently or recently hospitalized or homebound
- Reaching out to potential new members
- Providing compassion and care for Salem's congregation and those who seek comfort and guidance
- Maintaining confidentiality
- Accepting divergent views
- Providing input and clarity for Salem's monthly newsletter and other communications

Community Engagement

- Serving as Salem's representative, supporting partnerships and relationships with community organizations, other churches (for example, Thanksgiving Ecumenical Service) and the wider UCC
- Representing the church in the community in social justice initiatives
- Engaging in congregation-wide fellowship activities

Faithful Membership Development and Financial Stewardship

- Leading the congregation in being a welcoming community
- Growing Salem's participation, membership and finances consistent with the programs and theological mission of the church in cooperation with Salem's Council Finance Committee and Stewardship Committee.

Core Competencies:

Salem seeks a Pastor who is

Spiritual - A person of Faith

Learned - An effective and knowledgeable Preacher and speaker

Relatable - Encourages us to relate our Faith to our daily lives

1c. COMPENSATION AND SUPPORT

Salary Basis (*from the Call Agreement Workbook, equal to Cash Salary plus Value of Parsonage/Housing Allowance*):

Commensurate with experience. We seek to follow the Wisconsin Conference guidelines, more information can be found at [this page](#) on the Conference website.

Range of Salary + Housing

Early Career \$58,500 - \$70,000

Mid-Career \$64,000 - \$87,000

Experienced \$68,000 - \$104,000

Benefits:

Vacation

Health Insurance

Dental Insurance

Retirement

Disability Insurance

Social Security Offset

Continuing Education

Sabbatical matching holdback up to 3%

(Others negotiable)

What is the expected living situation for your next minister?

Living nearby with a housing allowance

Comment on the residential/commuting expectations for your next minister.

While we prefer that the pastor live within the Verona community, we understand the housing market may not allow that and expect the pastor will live within reasonable commuting distance from the church.

State any incentives

The Wisconsin Conference, UCC provides Seminary Debt Reduction Grants which are based on need and may be renewed annually for up to five years. To be considered for a grant, an application must be submitted to the Associate Conference Minister (ACM) of the association where the pastor has standing and is serving. Upon the recommendation of the ACM, the grant will be approved by the Commission on Church and Ministry and presented confidentially to the Conference Board of Directors for making the grant amount available.

Describe peer and professional supports available for ministers in your association/conference:

The Wisconsin Conference offers support for authorized ministers through a robust Communities of Practice (COP) program. These facilitated peer groups offer both support and professional growth opportunities. The Wisconsin Conference also offers continuing education grants available to authorized ministers. The Damascus Project, an online learning community offered through the Wisconsin and Minnesota Conferences, provides a variety of opportunities for continuing education. The Wisconsin Conference encourages both personal and professional growth of authorized ministers through its Coaching program.

1d. WHO IS GOD CALLING TO MINISTER WITH US?**Describe the ministry goals you envision your next minister co-collaborating with the congregation to achieve.**

Our search committee worked with the congregation in the early months of 2022 to identify ways to describe where we are currently and where God is calling us to go, and specifically, what we value in a settled pastor serving Salem. This exploration was largely based on the resources in the UCC Search and Call guidebook. We hosted small group discussions around specific questions, rated the desired attributes of a new pastor, and asked each household to participate in a survey. The discussion and responses helped us to identify three main themes of our ministry goals: Welcome, Evangelism, and Growth.

We would like our new pastor to help Salem to find effective ways

- of being more welcoming- to each other and to others,
- of demonstrating evangelism- showing more relevance in and being able to connect better with the Verona area community, and
- of seeking growth of our Salem congregation and outreach to the community.

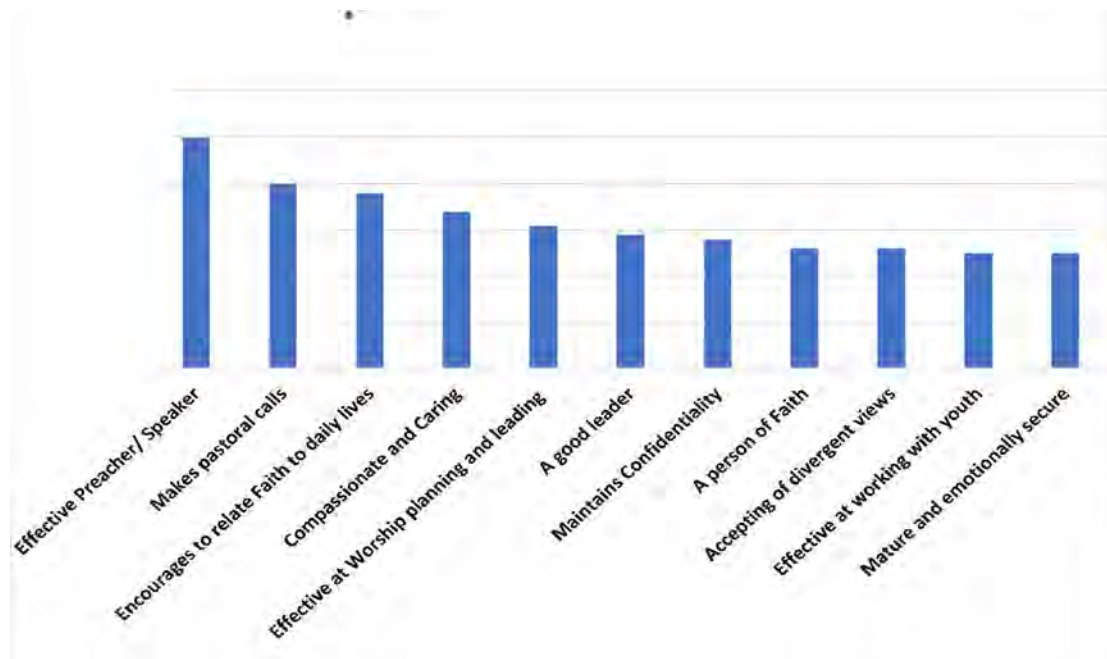
We believe that our mission points us to move beyond our walls: *“To witness to the word and work of Jesus so all people may know the welcome of God, worship with joy, grow as disciples, live as servants, and enjoy the strength of Christian fellowship.”* We also recognize

that as we emerge from the shadow of the global pandemic, some of our members are weary and worn and need our own support network to be stronger even as we seek ways to provide strength to the Verona area.

Describe how your vision of the minister you are now seeking will assist the congregation in making an impact beyond its walls.

We seek a pastor who is an effective preacher and speaker and who encourages and shares with us how to relate our faith to our daily lives. We hope our new leader can help us to understand the best ways to map our themes of Welcome, Evangelism, and Growth to new practices of engaging with each other and our broader community.

Salem is of a size where we effectively should become a program-based church, yet we have more work to do to self-organize. The pastor's leadership will be welcome in pulling us out of our old mindset and pre-pandemic habits to help us to recognize and pursue new opportunities to live our mission. We look for our next pastor to be compassionate and caring, making pastoral calls to those that are unable to attend services, and helping us find ways to be supportive of ableness diversity as well. Here are some specific traits identified using the UCC resources from the Search and Call Manual:



Pastor Trait Rating Results:

Specify language requirements or culturally-specific capacities preferred in a next ministerial leader, and why those matter to the congregation's sense of calling.

At Salem, we currently conduct our services and carry out all our communications in American English; we have not sought the opportunity to need a different language. The overwhelming majority (98%+) of the congregation is of European descent, and we know that we cannot let

this be a barrier to connection; we can explore with community leaders how we can be of help regardless, e.g. “What are the needs of *your* constituency?” ... and meet people in their place of need. With the Verona Area School District serving a growing LatinX population, fluency in Spanish could serve as a bridge to help us connect more readily with these neighbors. Broader cultural experiences through upbringing, travel, service or cultural immersion will serve our new pastor well in helping us to relate our faith to daily life, which is increasingly multicultural.

One top response from our survey of “Leadership Expectations” of a called pastor was that our new leader would be accepting of people with divergent views. Numerous responders to our internal survey noted that achieving ONA status was important to them. The Search Committee and the Council both recognize that we are better at being open than at being affirming; our new pastor’s experiences in relating to the LGBTQ+ communities could help us to expand our knowledge and ministerial call in this arena.

Based on what you have learned about who your church is, who your church’s neighbor is, and who God is calling the church to become, describe four areas of excellence from *The Marks of Faithful & Effective Authorized Ministry* that your next minister will display to further equip the congregation’s ministry in these areas.

We worked to synthesize our congregational inquiry to identify the most-relevant *Marks* from the congregation’s point of view. Considering the survey responses, the small group discussions, as well as the leadership attributes and other questionnaires, we see these as the most-relevant Marks to Salem’s continued ministry:

- Working together for justice and mercy
- Practicing a spiritual foundation and ongoing spiritual practice
- Strengthening inter- and intra-personal assets
- Caring for all Creation.

1. Working together for justice and mercy

Our congregation feels the pull of “Social justice” strongly on our sense of who we are. Jesus’s ministry was marked by protecting the weak, the poor, and the hungry, and we want to relate our faith in those actions to our daily lives. In seeking to be more welcoming to ourselves and to those outside the congregation, we wish to “practice the radical hospitality of God.”

In 2017, we chose a tagline of “Living out God’s Love” to show our connection to our ONA status and public commitment to being better and doing better in working to address bias in and beyond the church.

Mission and outreach were clear themes from our congregational input actions; we want to serve, we want to reach out, and we look forward to alignment with our new pastor leading us and helping us overcome our internal inertia that can hold us back from doing the things we value.

2. Practicing a spiritual foundation and ongoing spiritual practice

The strongest part of our spiritual foundation is related to our constitutional commitment to lifelong spiritual development through our Christian Education program. This program is active and serves all ages in the church, with built-in opportunities to engage with the public.

Living a life of discipleship is felt more strongly by some than others— we clearly have a dedicated core of individuals within the congregation that are called to serve each other and the community. It's not that others are not called to be better disciples, rather some feel that it is difficult to try new things. In contrast, ordained and lay ministry has been an unusual by-product of our church; we have seen multiple people in our congregation (one young woman who grew up in the church, a lay leader, a conference minister, and even our director of Christian Education and Youth Ministry) seek either ordainment or employment in service to the wider church.

Our approach to lifelong spiritual development can be seen in the intergenerational Vacation Bible School (VBS), where we sometimes have more adults attending than children and youth! Our Director of Christian Education has built the adult program for Sunday School as well, with a core group of regular attendees.

Our members recognize that our spiritual practices require financial support. In the past 10 years, Salem has financially improved to be a church that actively and regularly runs a stewardship campaign to highlight the benefits of what Salem can do for ourselves and the community. Through this stewardship, we have maintained a balanced budget for the past three or four years, and have also paid off our debt on the loan we took in 2011 to support our building expansion and improvements. We could do more, and will look to our pastor to support our efforts to invest in community outreach with funded missions and programs through our annual budgeting process.

3. Strengthening inter- and intra-personal assets

As part of our congregation-wide survey and small-group meetings, we found an appetite for improved communication throughout and around the Salem community. This opportunity has become clearer and grown as we work to find our post-COVID style of working. The Council has already begun active efforts to increase communication and be more transparent with topics, decisions, and financial questions. Our next settled pastor will be able to demonstrate excellent communication skills and contribute input on our social media presence.

“A person of Faith” was a top response in our congregation inquiry, including further discussion. While some felt this should be axiomatic for a pastor, we share here that living in relationships of covenantal accountability with God and the church is an important way for our new pastor to demonstrate their faith. We value moral leadership and integrity of

our pastor, both as a role model for our young people and as a voice in the wider Verona community that Salem respects the dignity of all of God's people.

4. Caring for all Creation.

In addition to demonstrating moral leadership, we will look to our settled pastor to provide "hope and healing to a hurting world," starting with the congregation. We recognize that this hope and healing may sometimes come with political overtones, especially in the current judicial and political climate. Some in the congregation have asked in our internal process to "keep politics out" of the messages, but many recognize that Jesus was a political figure and in order for us to *grow as disciples* and *live as servants*, we need to pursue a ministry, like that of Jesus, that more closely aligns with our support of social justice.

As the spiritual leader of the church, we look to our pastor to help us to understand and include practices of seeing environmental causes, mental health concerns, and other public issues through a Christian lens and to help us see the relevance of biblical teachings in these areas of today's world.

Last, there were certain phrases in other Marks of Faithful and Effective Authorized Ministry that resonate with our recent congregational discussions.

- *Leading faith formation effectively across generations*- this speaks to our focus on and investment in our Christian Education programs. While we have a very competent Director of Christian Education and Director of Youth Ministry, we expect the pastor to collaborate with that staff member and to be involved with faith formation of all ages.
- As a UCC with a Reformed background, we find strength and comfort in being part of something bigger than us, even while valuing the independence of the local church. The values of the UCC (*Continuing testament, extravagant welcome, and changing lives*) and the sheer strength of the capabilities described in the *UCC Ministerial Code* speak to us as being strong factors in our partnership with our next pastor.

2. WHO IS GOD CALLING US TO BECOME?

“You shall love the Lord your God with all your heart, and with all your soul, and with all your mind.” (Matthew 22:37 NRSV)

Who is God calling you to become as a congregation?

Salem’s Mission Statement, adopted in 2011, declares our purpose to be *“To witness to the word and work of Jesus that all people may know the welcome of God, worship with joy, grow as disciples, live as servants, and share the strength of Christian fellowship, all to the glory of God.”* This Mission Statement continues to speak to who we as the congregation of Salem strive to become.

In 2016 our Council engaged in the “Shift” process, an initiative from the U.C.C. Wisconsin Conference, asking the churches to consider how we might shift our thinking to ask, “Where can we be the church to foster the message, good news, and community of faith in a way that reaches more individuals and families?” As a result, the Council developed two approaches to guide our actions of the Council as well as committees where we all serve the church and the community:

1. We will seek increased awareness of Salem both within the church and in the community.
2. We will seek to be better to ourselves in our place of gathering.

One immediate change we made was to develop a new logo and tagline that reflect these efforts. *“Living out God’s love”* was adopted as our guiding thought as we develop actions to support the two above approaches.

As our Pastor Search Committee gathered and analyzed input obtained from the congregation this Spring, three themes emerged: welcome, evangelism, and growth. The congregation seeks to develop a focus on outreach to the larger community, engage our members in the work of God through the church, create a sense of welcome for all, make ourselves known in the community as people who live out the word of God, and grow in membership to increase our impact. The chart below shows the common themes we captured from the open comments section of our congregational survey and small group meetings.



LOCAL CHURCH PROFILE – Salem United Church of Christ

As we reach the end of most pandemic restrictions, we need to strengthen relationships and re-create a sense of hospitality. God is calling us to connect with those we don't know well so that all feel a sense of welcome. This includes creating opportunities for all to be involved and feel included and extending a sense of invitation for those who feel unsure of their belonging. The goal of "including all" points us to a need to examine when and how we worship and hold meetings and other activities, and to expand how we use technology.

God is also calling us to be recognized in our community as open, welcoming, inclusive, and progressive. We need to consider new ways to welcome others wherever they are on their faith journey. We want to be open to diversity of ideas, experiences, and backgrounds. This may require us to examine our biases and assumptions as well as to be willing to let go of the way we have always done things. This will also require that we evaluate and adjust how we are living up to our decision to become Open and Affirming.

The Verona community population has multiplied in recent years, but Salem has not yet experienced similar growth. We are hoping to develop ways to reach out and invite new people to join us rather than wait for those people to find us. The development of several apartment buildings in our immediate neighborhood presents us with opportunities. The congregation has always been very supportive of its programming and opportunities for children and youth and is especially looking to attract young adults and families to continue to nurture faith formation.

To grow deeper in our faith and share that faith, members strive to live out the word of God in voice and action. While members have been deeply generous with donations and fundraisers, we recognize a need to shift our focus to service; to working for social justice issues and partnering with other community organizations to more effectively meet needs in the community and globally. We need to better understand the needs and backgrounds of our neighbors who are immigrants, living in poverty, impacted by mental illness, or otherwise feel like outsiders. This will mean moving beyond a project-based or mission trip mode of operating to something more sustained and engrained in our church culture.

Salem has a history of being an active and involved group of people, though the busyness of life has slowed our momentum in recent years. We seek to create new avenues to reach long-standing goals in ways that will be effective in 2022 and into the rest of this decade. Having identified these callings, we have begun planning even as we search for a new pastor. Our church Council is laying the groundwork to develop a 3–5-year strategic plan based on the results of the input gathered from the congregation. We are seeking a pastor who will be excited to partner with us on our journey. This will require helping Salem make better use of UCC resources, collaborating with our Director of Christian Education and Youth Ministry and our committees, and connecting with community organizations. Our new pastor will need to help re-energize us, challenge us to find the courage to try new things outside our comfort zones, and hold us accountable to act in ways that show how we live out God's love.

Describe how God is calling you to reach out to address the emerging challenges and opportunities of your community and congregation.

God is calling us to become more engaged in meeting needs within our community. Our youth, under the guidance and leadership of our Director of Christian Education and Youth Ministry, led the way on a recent initiative. They partnered with an organization called Free Bikes 4 Kidz, a nonprofit which provides refurbished bicycles for kids in need. Last fall the youth hosted a donation drive and collected 67 bikes from the Verona community. In early spring, youth and adult members volunteered at the FB4K location to clean donated bikes. Later in the spring, the youth hosted a speaker from FB4K to educate our members about its mission, and they sponsored a collection of helmets, locks, and funds for bike preparation. In addition, youth and adults participated in bike distribution events. Our interaction with FB4K provided various opportunities for involvement and allowed some of us to connect with the recipients of our giving.

In January 2020, our Christian Education Director arranged for Salem to host *Building Bridges*, an exhibit offered through Family Diversity Projects. Hosting this exhibit allowed us to educate ourselves and others about immigration and the reason why people leave their native countries and are drawn to the United States. The exhibit also provided opportunities to partner with other local churches and organizations who focus on the needs of immigrants. Through offering this exhibit and developing relationships with these outside organizations we drew people into our church building and raised awareness in our broader community for the issues of immigration and local resources available to combat those issues. Unfortunately, the pandemic shutdown halted all progress in building on this initial awareness. Sponsoring this exhibit is an example of the type of exposure to real-life stories needed to build our outreach, invite people into our building, and connect with other organizations.

The Covid pandemic obviously provided numerous challenges and opportunities that not only required short-term decisions and solutions, but also led us to look more deeply into how we are meeting the needs of our congregation and community. Because our guiding principle was to protect those who are vulnerable, we operated virtually for many months and were very cautious about returning to the sanctuary. This involved pre-recording services, posting to YouTube and our website, as well as obtaining and learning to use new technology. We will soon have the ability to stream our services so there will be no delay in the time that the service can be accessed. This allows those who are not able to come to our building for any reason to participate in worship and has made our worship services available to people who are not members of our church. (Additional details are presented in section 3-f detailing a specific change Salem managed.) Many members contributed time and skills to make things work in new ways. We view the caution that we practiced as a congregation as a form of loving our neighbors.

3. WHO ARE WE NOW?

“You shall love your neighbor as yourself.” (Matthew 22:39 NRSV)

- a. CONGREGATIONAL REFLECTIONS
- b. 11-YEAR REPORT
- c. CONGREGATIONAL DEMOGRAPHICS
- d. PARTICIPATION AND STAFFING
- e. CHURCH FINANCES
- f. HISTORICAL INFORMATION

3a. CONGREGATIONAL REFLECTIONS

Describe your congregation’s life of faith.

Our mission is to witness to the word and work of Jesus that all may know the welcome of God, worship with joy, grow as disciples, live as servants and share the strength of Christian fellowship, all to the glory of God. As an open and affirming congregation we believe that all people are created in God’s image and are loved equally. We encourage our members to share their talents and energy in worship, leadership positions, learning, service, mission and fellowship. We continually strive to live out the love of God in all we do.

Describe several strengths or positive qualities of your congregation.

The members of Salem are a loving and caring family of faith. We support each other, and respond to the needs of the wider community through mission and outreach. We share our musical talents to create a strong music program. We offer Christian educational opportunities for all ages due to the dedication of numerous volunteers. Salem participates in global mission as a “5-for-5” congregation and is financially stable in part due to improving its budgeting and stewardship process in recent years. As an open and affirming congregation, we welcome all to share in the faith journey.

Describe what worship is like when your congregation gathers.

The congregation gathers for worship in our accessible sanctuary on Sunday mornings at 10:15 from Labor Day until the first Sunday in June. During the summer months worship is at 9:00am. Our services are traditional. During the program year, at least one of our various choirs provides music during the service along with congregational singing. We enjoy the blessings of many talented musicians in our chancel, children’s, men’s and handbell choirs. Both organ and piano accompany the choirs and congregational singing. Members readily offer up joys, concerns and prayer requests during the service. Most Sundays Council members or lay members volunteer to read the scripture. Communion is celebrated on the second Sunday of the month, bringing the elements to the people in the pews. Once a year our youth prepare and lead a special youth service on “Youth Sunday.” The Easter and Christmas seasons allow us the opportunity to decorate the sanctuary and worship in both new and traditional ways. Following the postlude, we often enjoy coffee and continued fellowship in the adjoining fellowship hall. We record services for viewing on YouTube and the local cable channel at a later date, and anticipate soon offering live streaming capabilities. During our

congregational inquiry this spring, we learned of a desire within the congregation to add more contemporary music and alternative worship times to continue to improve and make worship more welcoming to all.

Describe the educational program/faith formation vision of your church.

We offer Sunday School to all members of Salem prior to worship. Pre-K through grade 5 meet in the lower level of the church. They gather together for singing and worship followed by age level classes and activities. A rotating group of teachers and assistants facilitates the learning and activities, currently using the curriculum “Shine! Living in God’s Light”. A combined class of middle and high school students meets upstairs with their team of teachers and also uses the “Shine! Living in God’s Light” curriculum. The adult class meets in the conference room with the ability for members to meet virtually if they are unable to physically attend. The adults study a variety of topics and themes depending on the interest of the group and what is pertinent in the secular world. Previous topics have been a yearlong study on race, Mr. Rogers, the prophets, prayer, the environment and becoming the hands & feet of Jesus. The Director of Christian Education, pastor and lay members have led the adult class.

While there is Christian education occurring on all three levels of the building, often one of the choirs is also rehearsing which makes for a vibrant Sunday morning prior to worship. Confirmation classes are led by the pastor throughout the school year on Wednesday evenings for the eighth and ninth graders. The youth in grades 6-12 typically meet as a “Youth Group” twice per month on Sunday afternoons or evenings for fellowship, faith, and service as they explore and develop their faith.

Vacation Bible School is an intergenerational event, including the opportunity for various groups of committees to prepare and serve a meal prior to the evening program. Salem offers fellowship groups for both men and women which meet on a monthly basis. The topics and discussion are as varied as the members of the respective groups and those who choose to lead the programs. Parents’ Promise is a group of parents of tweens and teens that meet monthly, providing support for raising young people of faith in a secular world. As a congregation Salem takes pride that we offer educational opportunities for all members to grow together in their knowledge and love of God.

Describe how your congregation is organized for ministry and mission.

Salem is organized for ministry and mission through the leadership of the nine-member church Council. Council members are nominated and voted on by the congregation and serve a three-year term. Members are all at-large, without special designation (e.g. Elder or Deacon). At the beginning of the year the Council elects a president and vice president and designates lead members for the Personnel, Finance, and Nominating committees and the Board of Christian Education. A secretary also attends to record minutes but is not a voting member. The church Council meets monthly and the meetings last 1 ½ to 2 hours depending on the agenda. When decisions need to be made quickly, the Council is able to hold special meetings in person or via Zoom, or decisions can be made through email.

In addition to the Council we have other formal groups and committees to support the work of Salem. The Board of Christian Education, mandated in the church constitution, meets monthly

to oversee the Christian Education program. Other committees, which meet at various times are: Youth Ministry Team, Endowment, Memorial, Planned Giving, Mission, Music in Worship, Stewardship, and Women's Guild. In addition, Salem has a volunteer Treasurer and a team of two Financial Secretaries. There are also volunteers who manage Building and Grounds, update the website and our social media, and serve as the Technology Crew. Information from the respective committees, church events and activities are shared to the congregation in a weekly Friday email, on Facebook and in monthly newsletters.

Think of a time when action had to be taken quickly.

As with most congregations the COVID 19 pandemic was the most recent time when a decision had to be made quickly when the church was closed following the March 15, 2020 service. The Council had discussed this possibility at its March 10 meeting. Salem quickly adapted to functioning virtually or outside, not only for worship, but Sunday School, meetings, "gatherings", and events such as a graduation celebration and our annual congregational meeting. Over time, the congregation adapted to the new format and many members learned to step outside of their comfort zones. Please see a more detailed account of how Salem adapted, changed and was resilient throughout the pandemic in section 3f.

Next, we offer a summary chart of the main themes from our Congregational inquiry this spring, which provides insight into what Salem members feel are important draws to our participation. The sense of inclusion felt by our members and our active programs are strong, as well as the desire for the pastor and Council to demonstrate leadership and support us and our missions.



Can you provide the next minister with a copy of an organization structure, bylaws and/or annual report to further explain the patterns of the church's activity and governance?
Copies of these documents will be gladly provided upon request.

3b. 11-YEAR REPORT

UNITED CHURCH OF CHRIST
ELEVEN YEAR CHURCH PROFILE BASED ON DATA REPORTED IN UCC YEARBOOKS



Church#: 862990

Assoc: 836 Schedule: 0 Salem United Church of Christ Verona WI 53593

YEAR	MEMBERS	AVG WEEKLY ATTENDANCE	CHR ED/ FAITH FORM	CONFIRMATION	CONFESSION	TRANSFER OR REAFFIRM	DEATHS OR TRANS OUT	OTHER LOSSES	NET MEMBS ADDS-REMOVED
2010	469	129	69	4	0	4	10	0	-2
2011	468	130	58	4	0	6	11	0	-1
2012	470	119	62	7	0	5	10	0	2
2013	465	116	70	3	0	2	5	5	-5
2014	280	104	49	2	0	0	5	182	-185
2015	286	99	46	7	0	3	2	2	6
2016	277	92	52	3	0	0	7	5	-9
2017	284	96	42	6	0	9	8	0	7
2018	284	82	41	2	0	3	5	0	0
2019	283	89	38	3	0	2	6	0	-1
2020	280	83	31	3	0	0	6	0	-3

YEAR	CURRENT EXPENSES	CAPITAL PAYMENTS	BASIC SUPPORT	TOT OTHER UCC GIVING	TOTAL OCWM	OTHER GIFTS	WIDER MISSION	BASIC SUPP% CURR LOCAL	TOTAL EXPEND	PLEDGES AND OFFERINGS
2010	\$205,618	\$798	\$16,259	\$5,628	\$21,887	\$8,134	\$30,021	7.91	\$236,437	\$321,371
2011	\$205,906	\$0	\$16,259	\$5,182	\$21,441	\$2,389	\$23,830	7.90	\$229,736	\$330,868
2012	\$239,771	\$48,416	\$18,000	\$5,479	\$23,479	\$8,500	\$31,979	7.51	\$320,166	\$435,414
2013	\$250,615	\$189,785	\$21,125	\$5,848	\$26,973	\$1,200	\$28,173	8.43	\$468,573	\$443,813
2014	\$252,552	\$202,300	\$17,875	\$4,381	\$22,256	\$1,650	\$23,906	7.08	\$478,758	\$402,310
2015	\$280,210	\$59,931	\$22,000	\$5,105	\$27,105	\$3,828	\$30,933	7.85	\$371,074	\$423,610
2016	\$236,267	\$59,931	\$23,000	\$8,315	\$31,315	\$1,036	\$32,351	9.73	\$328,549	\$332,856
2017	\$345,431	\$59,931	\$24,750	\$9,494	\$34,244	\$2,385	\$36,629	7.16	\$382,060	\$342,045
2018	\$282,483	\$60,000	\$25,000	\$7,072	\$32,072	\$6,710	\$38,782	8.85	\$321,265	\$309,656
2019	\$342,475	\$154,303	\$25,000	\$3,423	\$28,423	\$2,657	\$31,080	7.30	\$373,555	\$543,995
2020	\$310,925	\$95,872	\$18,458	\$3,162	\$21,620	\$13,073	\$34,693	5.94	\$345,618	\$454,114

% CHANGE	MEMBERS	AVG WEEKLY ATTENDANCE	CHR ED/ FAITH FORM	TOTAL ADDITIONS	TOTAL REMOVALS	CURR LOCAL EXPENSES	TOTAL OCWM	TOTAL EXPENDITURE
2015-2020	-2.10	-16.16	-32.61	-70.00	50.00	10.96	-20.24	-6.86
2010-2020	-40.30	-35.66	-55.07	-62.50	-40.00	51.21	-1.22	46.18

Please note: Zero values ("0" or "\$0") may reflect missing information in some years. Christian Education/Faith Formation refers to Church School Enrollment for all figures before 2007.

3c. CONGREGATIONAL DEMOGRAPHICS

Describe those who participate in your church.

		<i>Is this number an estimate? (check if yes)</i>
Number of active members: *weekly attendance varies but is approximately 85-90 pre-Covid and 55-60 post-Covid	152	yes
Number of active non-members (includes active children who are not yet confirmed members):	36	yes
Total of church participants (sum of the numbers above):	188	yes

Percentage of total participants who have been in the church:

		<i>Is this number an estimate? (check if yes)</i>
More than 10 years:	89%	yes
Less than 10, more than 5 years:	5%	yes
Less than 5 years:	6%	yes

Number of total participants by age:

0-11	12-17	18-24	25-34	35-44	45-54	55-64	65-74	75+	<i>Are these numbers an estimate? (check if yes)</i>
16	12	13	2	15	18	37	31	41	yes *Based on active participants (not total membership roll)

Percentage of adults in various household types:

		<i>Is this number an estimate? (check if yes)</i>
Single adults under 35:	14%	yes
Households with minors:	22%	yes
Single adults age 35-65:	4%	yes
Joint households with no minors:	49%	yes
Single adults over 65:	11%	yes

Education level of adult participants by percentage:

		<i>Is this number an estimate? (check if yes)</i>
High school:	11%	yes
College:	66%	yes
Specialty Training:	23%	yes
Other (please specify):	NA	

Percentage of adults in various employment types:

		<i>Is this number an estimate? (check if yes)</i>
Adults who are employed:	58%	yes
Adults who are retired:	40%	yes
Adults who are not fully employed:	2%	yes

Describe the range of occupations of working adults in the congregation:

The congregation serves in a wide variety of occupations. Areas of employment include engineering, insurance, healthcare, science, technology, teaching, and other professional specialties as well as some legacy farm families from the area.

Describe the mix of ethnic heritages in your congregation, and the overall racial make-up. Most UCC congregations tend to describe themselves as “diverse.” Yet, the vast majority of UCC congregations are mono-cultural. What does diversity mean in your context?

We have a healthy mix of ethnic heritages, but we would not say we are racially diverse. We represent a similar racial population as that of our neighborhoods and community, primarily of Northern European descent. Salem’s founders were Swiss farm families.

Has your congregation recently had a conversation about welcoming diversity, or do you plan to hold one in the near future (perhaps using, for example, the Welcoming Diversity Inventory)? Please note the date. Comment after the exercise:

The Council is considering how best to address this as part of our early-stage 3–5-year plan.

3d. PARTICIPATION AND STAFFING

Complete the following chart. Please leave blank any fields that are not applicable to your congregation.

Ways of Gathering	Estimated number of people involved in attendance	Who plans each of the listed gatherings? <i>(list any and all worship planners, such as various lay leaders, pastors, musicians, other staff)</i>
Adult Groups or Classes	11	Christian Ed Director, Pastor, and lay leaders
Baptisms <i>(number last year)</i>	3	Pastor
Children's Groups or Classes	13	Christian Ed Director; Sunday School Teachers, Board of Christian Ed.
Christmas Eve and Easter Worship	115-130	Pastor; Music & Worship Committee
Church-wide Meals	50	Potluck, Vacation Bible School, and others
Choirs and Music Groups Chancel Choir, Barry Robinson Chorus (Men's Choir), Handbell Choir, Children's Choir	40	Chancel Choir - Choir Director, Music Director & Organist BRC (Men's Choir) - currently self-directed by volunteer accompanist Handbell Choir - Handbell Director Children's Choir - Children's Choir Directors (Volunteer)
Church-based Bible Study		Pastor (periodically)
Communion <i>(served how often?)</i>	served monthly	Prepared by Chancel Committee Servers assigned by Council and Office Administrator
Community Meals	varies	These are hosted by various groups, depending on the occasion
Confirmation <i>(number confirmed last year)</i>	3	Pastor
Drama or Dance Program		NA
Funerals <i>(number last year)</i>	6	Pastor and Families

Intergenerational Groups		Vacation Bible School
Outdoor Worship		NA (During pandemic closure, outdoor services were planned by Council, Pastor, Music Leaders, Tech Crew)
Prayer or Meditation Groups		Lay Leaders
Public Advocacy Work		Volunteers support our Facebook page, website, and Twitter account. Our previous Pastor wrote occasional articles for the Verona Press.
Retreats		Youth Ministry Team has led these for our Youth.
Theology or Bible Programs in the Community		NA
Weddings (<i>number last year</i>)	1 (unusually low due to Covid)	Pastor
Worship time slot: 10:15 9:00am Memorial Day-Labor Day		Pastor; Music & Worship Committee; Chancel Committee;
Young Adult Groups or Classes		
Youth Groups or Classes	13	Director of Youth Ministry Youth Ministry Team
Other: Parents' Promise, Men's Fellowship, and <i>Koinonia</i> (Women's Fellowship)	varying size groups (4-15)	Director of Christian Ed/Director of Youth Ministry/Lay leaders

List all members or regular participants in your congregation who are ordained, licensed, or commissioned ministers. Indicate those with current United Church of Christ Three-Way Covenants (i.e. serving in a congregation) or Four-Way Covenants (i.e. serving in a ministry beyond a congregation).

Name	Three- or Four-Way Covenant? (3 or 4 or No)	Ministry Setting	Type of Ministry Role	Retired? (Y or N)
Lisa Hart	4-way covenant	Wisconsin Conference	Associate Conference Minister for Faith Formation and Justice Ministries, and Executive Associate to the Conference Minister	No
Brad Bergin	No	Retired		Yes

If one or more previous pastors or retired ministers currently hold membership in the church, describe their role(s) in the life of the congregation: N/A

List all current staff, including ministers. Exclude the position you are seeking to fill. Indicate which staff person serves as head of staff.

Currently, all staff are supervised by the “Personnel Committee,” which is a subset of the church Council. We do not have a “head of staff.”

Staff Position	Head of Staff?	Compensation (full time, part time, volunteer)	Supervised by	Length of Tenure for current person in this position
Interim Pastor		full time	Council	1 year
Christian Education Director		part time	Council	6 years
Director of Youth Ministry		part time	Council	1 ½ years
Choir Director		part time	Council	<i>seeking director</i>
Handbell Choir Director		part time	Council	5 years
Music Director/ Organist		part time	Council	17 years
Office Administrator		part time	Council	6 years

REFLECTION

After reviewing the congregational demographics and activities above, what does this information reflect about your congregation’s overall ministry?

The staff of Salem UCC are long standing and committed to Salem and its people. Our Director of Youth Ministry, while only having served over a year in this position, served 10 previous years on our Youth Ministry Team as a church member and volunteer and now serves a dual role as our Christian Education Director. Our organist grew up at Salem and served in a volunteer role prior to accepting employment elsewhere, but eagerly returned to Salem when the position became available. Our office administrators have often been long-term members as well. Salem is a place of commitment and longevity for our staff and our members. Our staffing demonstrates that music and programming for children and youth are priorities.

Congregational demographics show a shift toward more retired members, who remain dedicated and active, but may not have the energy they once did. Our younger adult members have demanding professional jobs. Considering the demands on our time and energy, in order to work toward our goals we need to sharpen our focus, work more effectively, and invite others to join us as we become the church God is calling us to be.

3e. CHURCH FINANCES

Current annual income (dollars used during most recent fiscal year)

Source	Amount
Annual Offerings and Pledged Giving	\$240,216
Endowment Proceeds (<i>as permitted within spending policy, such as a cap of typically 4.5%-5% on total return</i>)	0
Endowment Draw (<i>beyond what is permitted by spending policy, “drawing down the principal”</i>)	\$0
Fundraising (SCRIP, AmazonSmile)	\$122
Gifts Designated for a Specific Purpose	\$
Grants	\$
Rentals of Church Building/other income	\$N/A
Rentals of Church Parsonage	\$ N/A
Support from Related Organizations (<i>e.g. Women’s Group</i>)	\$
Investment Gains/losses	\$23,542
Other (specify): Glad Praises Building Campaign	\$90,814
Other (specify): Restricted Funds	\$30,263
Other (specify): Guild Donations, Building Use, Interest	\$1,083
TOTAL	\$386,040

Current annual expenses (dollars budgeted for most recent fiscal year): \$335,017

2021 Annual Treasurer's Report

Salem United Church of Christ

Restricted Funds Details

Funds Availability	2020 Year End Balance	2021 as of 9/30
General Funds Unrestricted	\$124,987	\$164,986
Glad Praises Building Campaign Reserves	\$23,355	\$23,035
Restricted Funds	\$167,582	\$171,839
Kleinfeldt Fund Investment earmarked for Sunday School	\$5,656	\$6,556
Total	\$321,580	\$366,416

2021/2020 Year-Over-Year as of 9/30	Income	Expenses	Net Value
Glad Praises Stewardship	-3.9%	-2.6%	-14.9%
Total	13.1%	11.9%	21.9%

Cash Flow as of 9/30	2021		2020	
	Income	Expenses	Income	Expenses
Glad Praises Stewardship	\$240,216	\$217,878	\$249,933	\$223,670
Glad Praises Building Campaign	\$90,814	\$91,134	\$71,992	\$45,836
Restricted Funds	\$30,263	\$26,006	\$17,701	\$18,635
Investments Gains/Losses	\$23,542			\$10,167
Investment Redemptions				
Fundraising SCRIP, AmazonSmile	\$122	\$0	\$567	\$1,090
Other Income Guild Donations, Building Use, Interest	\$1,083		\$1,071	
Total	\$386,040	\$335,017	\$341,264	\$299,398
Net Value	\$51,023		\$41,866	

Building Loan	
Initial Value - January 2015	\$650,000
2020 Year End Balance	\$203,142
YTD Accrued Interest Paid	\$5,094
YTD Due Principal Paid	\$27,175
YTD Additional Principal Paid	\$67,100
2021 YTD Balance	\$108,866

FUND DETAILS	2020 Year End Balance	Income	Expenses	2021 Balance as of 9/30
Bell Maintenance Savings	\$1,367	\$0	\$0	\$1,367
BPNN	\$180	\$75	\$0	\$255
Building Fund	\$28,310	\$0	\$0	\$28,310
Church Leadership Fund	\$15,466	\$0	\$0	\$15,466
CTC Named Gifts	\$8,251	\$0	\$1,307	\$6,944
Memorials	\$50,399	\$2,460	\$500	\$52,359
Mission Trip (Non-Youth)	\$142	\$0	\$0	\$142
Outside Benevolences	\$9,674	\$16,244	\$14,795	\$11,123
Pastor's Discretionary Funds	\$0	\$10,000	\$300	\$9,700
Sabbatical Savings	\$9,820	\$0	\$0	\$9,820
Scholarships	\$21,804	\$1,025	\$8,000	\$14,829
Supplemental Christian Ed	\$1,911	\$174	\$649	\$1,436
Supplemental Music Fund	\$2,121	\$95	\$95	\$2,121
Supplemental Youth Fund	\$2,248	\$80	\$260	\$2,068
Technology Fund	\$2,193	\$0	\$0	\$2,193
Verona Food Pantry	\$100	\$110	\$100	\$110
Youth Mission Trip	\$13,595	\$0	\$0	\$13,595
TOTAL	\$167,582	\$30,263	\$26,006	\$171,839

Salem Financial Secretary Report
January 1st through October 31st, 2021
Respectfully submitted by Salem's Financial Secretaries, Heather Thoma and Frank Westphal

RECEIPTS TO SALEM'S FUNDS											
Fund Name	Jan '21	Feb '21	Mar '21	Apr '21	May '21	Jun '21	Jul '21	Aug '21	Sep '21	Oct '21	Total Fund Name
Stewardship	\$21,006.85	\$21,016.67	\$26,251.67	\$26,755.94	\$32,242.61	\$31,787.34	\$23,067.94	\$28,756.58	\$28,461.11	\$26,322.94	\$265,669.65 Stewardship
Building Loan	\$8,426.22	\$44,051.22	\$3,966.22	\$3,654.22	\$6,626.22	\$8,804.22	\$5,162.22	\$7,076.44	\$3,034.44	\$3,358.44	\$94,159.86 Building Loan
Other Income - Tax Deductible	\$0.00	\$0.00	\$0.00	\$0.00	\$50.00	\$0.00	\$0.00	\$0.00	\$10,045.00	\$245.00	\$10,340.00 Other Income - Tax Deductible
SF - Neighbors In Need	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$180.00	\$180.00 SF - Neighbors In Need
Memorials	\$0.00	\$0.00	\$0.00	\$30.00	\$1,330.00	\$0.00	\$0.00	\$0.00	\$0.00	\$610.00	\$1,970.00 Memorials
SF - VANN/BPNN	\$0.00	\$0.00	\$60.00	\$0.00	\$0.00	\$0.00	\$0.00	\$75.00	\$50.00	\$478.50	\$663.50 SF - VANN/BPNN
SF - Scholarships	\$0.00	\$0.00	\$0.00	\$1,025.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,025.00 SF - Scholarships
SF - OGHS	\$0.00	\$0.00	\$0.00	\$25.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25.00 SF - OGHS
SF - Strengthen the Church	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$60.00	\$0.00	\$0.00	\$0.00	\$0.00	\$60.00 SF - Strengthen the Church
SF - Blanket Drive/St. Vincent	\$60.00	\$58.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$118.00 SF - Blanket Drive/St. Vincent
Other Income - Not Tax Deductible	\$0.00	\$0.00	\$31.40	\$0.00	\$1,000.00	\$0.00	\$8,890.00	\$5,635.00	\$33.00	\$0.00	\$15,589.40 Other Income - Not Tax Deductible
SF - Youth	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$49.00	\$80.00	\$0.00	\$129.00 SF - Youth
SF - Christian Ed	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50.00	\$75.00	\$0.00	\$0.00	\$0.00	\$125.00 SF - Christian Ed
SF - Flowers/Wreaths	\$0.00	\$0.00	\$0.00	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200.00 SF - Flowers/Wreaths
SF - Music	\$0.00	\$0.00	\$95.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$95.00 SF - Music
Monthly Totals	\$29,493.07	\$65,125.89	\$30,404.29	\$31,690.16	\$41,248.83	\$40,701.56	\$37,195.16	\$41,592.02	\$41,703.55	\$31,194.88	\$390,349.41



PAYMENT METHODS RECEIVED											
Method	Jan '21	Feb '21	Mar '21	Apr '21	May '21	Jun '21	Jul '21	Aug '21	Sep '21	Oct '21	Total Method
ACH Online	\$16,592.89	\$15,532.89	\$16,257.89	\$16,427.89	\$16,427.89	\$16,427.89	\$16,427.89	\$15,808.11	\$17,034.11	\$15,783.11	\$162,720.56 ACH Online
Check	\$12,900.18	\$49,588.00	\$14,146.40	\$13,441.27	\$23,430.94	\$23,978.67	\$20,487.27	\$24,987.27	\$14,092.44	\$14,843.77	\$211,896.21 Check
Cash	\$0.00	\$5.00	\$0.00	\$1,821.00	\$1,390.00	\$295.00	\$280.00	\$796.64	\$10,577.00	\$568.00	\$15,732.64 Cash
Monthly Totals	\$29,493.07	\$65,125.89	\$30,404.29	\$31,690.16	\$41,248.83	\$40,701.56	\$37,195.16	\$41,592.02	\$41,703.55	\$31,194.88	\$390,349.41

Salem UCC
2022 Proposed Budget

	2020 Actual	2021 Projected	2021 Budget	2022 Proposed	
MINISTRY OF MUSIC					Notes
Barry Robinson Chorus	\$21	\$150	\$150	\$150	
Bell Choir Director	\$3,819	\$3,934	\$3,934	\$4,032	2.5% Increase
Bell Choir Music	\$71	\$180	\$180	\$180	
Bell Equipment	NA	\$400	\$400	\$400	
Bell Maintenance Savings	\$250	\$250	\$250	\$520	Current rate is \$2600 - every 5 years
Chancel Choir Music	\$131	\$350	\$350	\$350	
Choir Director	\$12,306	\$12,675	\$12,675	\$12,675	Will evaluate range for new hire
Organ and Piano Maintenance	\$1,229	\$1,602	\$1,034	\$1,410	
Organ and Piano Music	\$50	\$50	\$50	\$50	
Organist	\$15,626	\$16,095	\$16,095	\$16,497	2.5% Increase
Substitute Organist	\$0	\$300	\$300	\$600	6 Sundays per Organist Contract
Sub Total	\$33,503	\$35,986	\$35,418	\$36,865	
MINISTRY OF CHRISTIAN EDUCATION					
Christian Education	\$505	\$1,065	\$3,250	\$3,250	
Christian Education Director	\$18,000	\$19,000	\$19,000	\$19,475	2.5% Increase
Intergenerational Activities	NA	\$100	\$100	\$100	
Nursery Care Provider	\$0	\$0	\$1,375	\$2,750	
Youth Director	\$720	\$17,510	\$17,510	\$17,948	2.5% Increase
Youth Discretionary	\$17,510	\$600	\$600	\$600	
Youth Program	\$0	\$3,000	\$3,000	\$3,000	
Sub Total	\$36,735	\$41,275	\$44,835	\$47,123	
MINISTRY OF OUTREACH					
Advertising & Evangelism	\$410	\$380	\$500	\$500	
Director of Communications	NA	NA	NA	\$10,000	
OCWM	\$20,000	\$20,000	\$20,000	\$20,000	
Outside Missions	\$1,600	\$1,600	\$1,600	\$1,600	
The Crossing - Campus Ministry	\$1,200	\$1,200	\$1,200	\$1,200	
Website	\$39	\$300	\$300	\$300	
Sub Total	\$23,249	\$23,480	\$23,600	\$33,600	
MINISTRY OF FELLOWSHIP					
Association Dues	\$1,704	\$1,698	\$1,705	\$1,698	2021 Rate - \$6.00/member x 283, Awaiting 2022 Request
Coffee Hour	\$163	\$0	\$350	\$410	
Fellowship	\$0	\$46	\$150	\$150	
Flowers	\$281	\$520	\$1,050	\$850	
Sub Total	\$2,148	\$2,264	\$3,255	\$3,108	
MINISTRY OF PASTORAL CARE AND TEACHING					
Continuing Ed & Books	\$352	\$185	\$650	\$650	
Housing Allowance	\$21,000	\$21,875	\$21,000	\$21,000	
Insurance - Dental	\$902	\$760	\$984	\$984	
Insurance - Health	\$21,222	\$13,000	\$18,345	\$6,600	
Insurance - Life/Disability	\$997	\$1,111	\$1,111	\$1,111	
Mileage Allowance	\$6,000	\$6,000	\$6,000	\$6,000	
Miscellaneous Health Deductible	\$0	\$0	\$2,300	\$0	
Pastor Salary	\$51,500	\$54,885	\$53,045	\$50,000	
Pension	\$9,304	\$10,366	\$10,366	\$9,940	14% x (salary + housing)
Pulpit Supply	\$0	\$500	\$500	\$700	
Sabbatical Savings	NA	NA	NA	\$0	
Social Security Offset	\$5,546	\$5,664	\$5,664	\$5,432	7.65% x (salary + housing)
Sub Total	\$116,823	\$114,346	\$119,965	\$102,417	

**Considering total budgeted expenses for the year, compare total ministerial support.
What is the percentage?** 34.5%

Has the church ever failed to pay its financial obligations to a minister of the church? No

Is your church 5-for-5, i.e. does it include each of the following contributions during the church year? (*indicate those included during the most recent fiscal year*)

- ☒ Our Church's Wider Mission (OCWM – Basic Support)
- ☒ One Great Hour of Sharing
- ☒ Strengthen the Church
- ☒ Neighbors in Need
- ☒ Christmas Fund

In what way is OCWM (Basic Support) gathered? If calculated as a percentage of operating budget, what is that percentage?

Budgeted based on Conference request and stewardship pledges

What is the church's current indebtedness?

Total amount of loan debt: \$0!

Reason for debt:

Are capital and other payments current?

If a building program is projected or underway, describe it, including the projected start/end date of the building project and the total project budget. N/A

If the church has had capital campaigns in the last ten years, describe:

Year(s)	Purpose	Goal	Result	Impact
2018-2021	Loan for Building Improvement	\$500,000	\$345,000	Glad Praises Building Campaign (3-year commitment to pay down the balance of our refinanced loan from 2012 Capital Campaign and Kitchen Remodel)
2011-2012	Church remodel/addition and ADA accessible accommodations	\$1.05 Million	\$1.05 Million	Church addition of offices, conference room, outside canopy for drop off, add air conditioning, elevator; remodel of all spaces.

If a capital campaign is underway or anticipated, describe: N/A

Describe the prominent mission component(s) involved in the most recent (or current) capital campaign.

Does your church have an endowment? Yes

What is the market value of the assets? \$137,567

Are funds drawn as needed, regularly, or under certain circumstances?

Salem's endowment by-laws provide guidelines as to how the earnings of each year should be distributed. 10-20% should be used to support mission outreach causes; 10-50% should be used to support innovative ministry projects that may be requested; 5-10% should be used to support UCC related institutions of higher learning.

What is the percentage rate of draw (last year, compared to 5 years ago)?

0%

Describe draw on endowment, if any, to meet operating budget expenses for the most recent year and the past five years:

Salem has not drawn from the endowment fund to meet operating expenses.

At the current rate of draw, how long might the endowment last? (N/A)

Please comment on the above calculations or estimates:

Endowment Fund and earnings are overseen by our Planned Giving Committee

Other Assets N/A

Reserves (savings): \$155,000

Investments (other than endowment): \$251,200

Does your church have a parsonage? Salem does not have a parsonage

Describe all buildings owned by the church: Church building (no additional buildings)

Describe non-owned buildings or space used or rented by the church: N/A

Which spaces are accessible to wheelchairs?

Our remodel/addition in 2011/2012 included the addition of an elevator allowing access to all 3 levels and all spaces of the church building except the pulpit area.

Reflection: After reviewing the church's finances and assets described above, what does this information reflect about your congregation's mission and ministry?

The Council plans and prepares the budget each year with the assistance of the Treasurer and in conjunction with our annual Stewardship Campaign. The congregation votes to approve the budget at our annual meeting in November. Beginning with the 2019 budget, the Council committed to adjusting the budget to more closely match the amount pledged, which has inspired more confidence in the budgeting process. In 2020 the Finance Committee developed a Financial Policies and Procedures Manual, which was then approved by the Council. Our current treasurer has worked to make the categories in the budget more precise and more understandable for those making decisions. The purchasing process has become more formalized in recent years.

One ministry initiative has been to use memorial funds to purchase upgraded equipment to improve the quality of our recorded services as the pandemic began and this year to purchase equipment that will soon allow us to livestream our services. This improves the experience for those who are not able to attend worship in person. We also purchased equipment for the pandemic outdoor services and FM broadcast and hope to find creative ways to use that equipment again for worship or gatherings.

The people of Salem are generous and regularly step up to support the needs of the church whether it be building needs and improvements, supplies for youth projects or donations for mission outreach. Overall Salem is financially stable.

3f. HISTORICAL INFORMATION

Name one to three significant happenings in the history of your church that have shaped the identity of your congregation. Add the most important event in the life of your church in the past 10 years.

Salem's investments in its buildings have been significant events in that they represent incredible commitment and faith. In 1932, during the Great Depression, the congregation purchased the old Methodist Church building and furnishings, on Church Street, where the grocery store parking now sits. In 1964, construction began on our current building at the edge of the village of Verona. In 2011, remodeling of the building and an addition to the building created new offices and a conference room and updated the building, making it more functional and handicapped accessible.

The process leading to our decision in 2017 to become Open and Affirming also shaped our identity. While we realize we have work to do to become affirming, the decision represents who we want to become.

Describe a specific change your church has managed in the recent past.

Like every other church, Salem had to manage its response to the COVID pandemic. The response has been a two-year long ongoing process of assessing the conditions and making adjustments.

The guiding principle in decision-making has been the responsibility to protect and care for our vulnerable population, which included our pastor. Guidance from a variety of sources: the Wisconsin Conference, the Wisconsin Council of Churches, Madison/Dane County Public Health, the CDC, and input from staff informed the Council decisions.

In early March 2020 the Council discussed steps to take if we needed to close for a time, never dreaming that we would be taking those initial steps that following weekend or that we would be impacted for so long. While our worship services had been recorded for decades for the local cable channel, we shifted gears to safely prerecord a service that would be available on the church website Sunday mornings. This began with the pastor recording services at church, the organist recording piano pieces at home or organ pieces in isolation at church, and incorporating music pieces that were recorded in past worship services. We found volunteers within the congregation and even some extended family outside this group to produce a more polished service and upgraded our recording equipment. Council members recorded readings of the liturgy. Eventually the vocal choir obtained mics to use with masks and then rehearsed and recorded outside at a distance. As restrictions eased, a reduced-size handbell choir recorded pieces with precautions.

Zoom was used for Christian Education for kids, youth, and adults. While not ideal, especially for the younger children, it provided much needed interactions and connections. Family pets made guest appearances, and one Sunday School teacher was able to continue involvement while living with and caring for an elderly relative in a distant city. The Council continued its monthly meetings using zoom, and the staff shifted from monthly to weekly meetings with

Zoom to stay on top of things. The youth group also met using Zoom. In addition to staff reaching out, some members were recruited to call isolated members.

Salem found new ways to continue what was important. We held a drive-through car parade graduation celebration to safely acknowledge our graduates. As the pandemic restrictions continued, we held parking lot services once a month in September, October, and November; and we were able to hold our annual Congregational meeting following the November service. These services involved outfitting the choir with wireless microphones and calling on some of our members to run a personal soundboard and speakers, as well as a low-power FM antenna for the congregation to listen through their car radios. Vacation Bible School, an Advent activity and even our 2020 Christmas program, recorded safely in small segments, were shared using Zoom. We created a virtual walking route around the building to support the Madison area Crop Walk, and set up a prayer wall on our front patio. We held an Advent donation drive sponsored by our youth for the local food pantry using collection bins located by the front door. Because they could not hold their annual luncheon and bazaar fundraiser, the Women's Guild asked for and received donations to continue their work. We conducted Vacation Bible School in 2021 entirely outdoors. As a mission project, a group of members partnered with the Dane County Mask Makers group to make hundreds of masks, primarily for children to be donated in the fall of 2020. This allowed individuals with no sewing skills to participate by cutting pieces and delivering materials. It gave many of us a task we could do at a time when we felt helpless.

After vaccinations became available, we opened the church building to the congregation with spacing and masks required in April 2021. Precautions have been gradually eased, though the church building closed and we returned to online for a few weeks in early 2022 as we experienced another wave of COVID. We now expect to re-open our nursery this fall after closing since March of 2020, and we continue to urge the wearing of masks when the public health department advises that COVID spread is high. Through it all, financial support remained at a typical level. We are sad for things that were missed: baptism and confirmation with only a few relatives and Council representatives, limited attendance at memorial services for beloved members, weddings postponed or held with limited attendance and other restrictions. The way we responded says much about Salem as a church. We feel a renewed understanding of the importance of incorporating new technology. We recognize that the church is us, not the building. We celebrate the creativity and involvement of so many people that allowed us to be the church during a pandemic.

Every church has conflict, some minor, some larger. “Where two or three are gathered, there will be disagreement....” Describe your congregation’s values and practices when it comes to conflict.

Salem aims to be a place of harmony for all that gather here and we strive to maintain peace among our participants. We encourage our people to work together to resolve any disagreements or unhappiness that may arise and understand that each person is entitled to their own thoughts and opinions. We, however, lack any formal structure to address conflicts. We do not always agree, but we do love and serve the same God and we want to portray that love and understanding to all.

When working on our church remodel/addition in 2011, the building committee proposed that the kitchen be remodeled at the same time. This was upsetting to some long-standing members who regularly used the kitchen and who felt that the kitchen was adequate as it was. The committee and the members, together with the Pastor, met to discuss the concerns. Each presented their thoughts and ideas and reasons why we should/should not remodel the kitchen. The committee ultimately agreed to hold off on the kitchen portion of the remodel. After a few years, a donation was given from a generous member to obtain much needed new appliances. That re-opened the discussion for the kitchen remodel which was then accepted and appreciated by those that had formerly opposed the remodel.

Ministerial History *(include all previous ministerial staff for the past 30 years)*

Staff member's name	Years of service	UCC Standing (Y/N)
Rev. Dr. Mark Yurs	30	Y

Comment on what your church has learned about itself and its relationship with persons who provided ministerial leadership:

Salem was truly blessed to have Mark Yurs as its pastor for 30 years. Much of our identity was tied to him. Many of us are looking ahead at who we are called to become, but our new settled pastor will need to understand that the transition will be difficult for some members who will need more time and help to adjust to change.

Has any past leader left under pressure or by involuntary termination?

No

Has your church been involved in a Situational Support Consultation?

No

Has a past pastor been the subject of a Fitness Review while at your church?

No

4. WHO IS OUR NEIGHBOR?

“You shall love your neighbor as yourself.” (Matthew 22:39 NRSV)

- a. COMMUNITY VISION
- b. MISSION InSite

4a. COMMUNITY VISION

How do the relationships and activities of your congregation extend outward in service and advocacy?

Salem is located on a large lot in a residential neighborhood in an area that has become the center of town. A sizable section of our lot has remained undeveloped as an open green space in our community. Salem is known within the community as the church with the sledding hill as several generations of neighborhood kids have enjoyed sledding in this space. Our youth group has also made use of the hill as a safe outdoor activity.

At the foot of the hill, we have garden space available for use by congregation members. For the last two summers, our youth used one of the garden plots to raise vegetables to share with the congregation and to donate to the Badger Prairie Needs Network (BPNN), the local food pantry which had its origins in the basement of Salem.

In addition, our green space contains a labyrinth and fire pit with benches, both built as Eagle Scout projects, and a play structure, donated as a memorial to a Sunday School teacher. These are all available for our neighbors to use as well as our members.

We enjoy trees planted as memorials and from a Girl Scout project, as well as a memorial bench, plus other landscaping and a welcoming sign on our grounds. Our neighbors have played ball on our lawn, brought their lunch to eat under the shade of our trees in the heat of summer, and helped their beginning drivers do a little practice in our parking lot before taking to the streets. Though the suggestion of selling some of the land has come up when finances were tight, Salem has never chosen to do this because we recognize the importance of this green space for our neighbors and ourselves.

Pre-COVID-19 COMMUNITY MINISTRY:

Mission Trips: Salem youth and adults made Mission Trips to a variety of places over the last several decades. Youth and adults traveled throughout the United States and locally, focusing on a variety of projects and ways of serving. Since 2007, we identify these outreach trips as S.A.L.T. trips based on the text Matthew 5:13, ‘Serving And Learning Together’. The SALT trips took our youth to: Nehemiah Mission, Cleveland, OH; Appalachian Folklife Center; Hinton, VA; Back Bay Mission, Biloxi MS; La Puente, Alamosa CO; Bethel Bethany UCC’s Urban Immersion program in Milwaukee; and Urban Immersion trips to Madison which involved a connection with Porchlight Inc.

Porchlight Inc. is a Madison-based organization that offers temporary housing for homeless men and offers a paid employment-training program that works with disabled and formerly

homeless individuals who have struggled to return to or remain in a mainstream employment setting. They employ an often-marginalized group to help them develop a sense of purpose, accomplishment, and satisfaction in their lives that contributes to their stability and independence. Salem youth developed a relationship with this organization, which included selling their products in our Fellowship Hall for a period of time. As a result of this relationship with Porchlight Inc., one man who had utilized the Porchlight resources became familiar with Salem, and now attends worship services with us on a regular basis.

The Crossing is a multi-denominational progressive campus ministry on the campus of UW-Madison. The Crossing offers weekly programming including worship gatherings, Bible studies, discussion groups, meals and more. Salem supports this ministry as a budgeted item in our annual budget. For many years Salem's Men's Fellowship group and later the youth served a meal occasionally following Sunday evening worship, though this ended prior to the pandemic.

Our 2020 Lenten project, termed Coins for CEVER, was to collect monetary donations for the Center for Evangelical and Reformed Vocational Education (CEVER) in Honduras. This is a teacher sustainability project which provides training in technical trades as a means to fight poverty. We were able to successfully complete this despite not being in the building for most of that time period.



SALT LOVE
Youth "S.A.L.T" Mission trip 2018

CURRENT MINISTRY:

The most recent youth SALT trip (June 2022) involved a camping trip to a local state park to participate in prairie restoration in memory of a former member who served as the park naturalist for a number of years, teaching us and others how to better care for God's creation. The youth also visited a nearby "free café" to learn about rural hunger issues.

As detailed in section 2, Salem supported several aspects of the Free Bikes 4 Kidz program. The program offered the opportunity for some of our confirmands to participate in related projects as part of their confirmation requirements.

Badger Prairie Needs Network (BPNN) serves people facing food insecurity in Verona and all of Dane County. BPNN provides a fully stocked food pantry, free community meals, nutrition and cooking education, food recovery, social worker services and has recently constructed a training center. In the past Salem members served on the board or in leadership at BPNN, and we conduct donation drives for BPNN several times a year. A few of our members volunteer regularly. Salem takes particular pride in this organization because the food pantry started in a closet in the basement of Salem many years ago. With time, Salem's food pantry outgrew its space, found new space within the Verona community and ultimately became BPNN.

Our Women's Guild raises funds to support a number of local and global missions: Lakeland College scholarship fund, local nursing homes, Prison Ministry, BPNN, Crop Walk, Church World Service, and Heifer International.

In addition to organizing various mission projects, the Mission Committee leverages a small budget and ad hoc donations to provide financial support locally or globally. Globally, Salem donates to One Great Hour of Sharing each year. This is one of five conference missions Salem participates in each year.

Last, Salem youth and adults participate in the annual Crop Walk which supports Church World Service in fighting hunger and poverty locally and globally. We typically tie our participation with educating the congregation about hunger issues in announcements during worship.



Crop Walk, 2019

Describe your congregation's participation in meetings, relationships and activities connecting the wider United Church of Christ (association / conference / national setting).

Salem sometimes sends delegates to association and conference meetings. Members of Salem regularly serve as delegates to the General Synod. We currently have a member who is on the board of the Wisconsin Conference. In addition, our former Pastor also participated in association/conference boards. Our expectation is that our new settled Pastor would participate in kind and encourage our members to engage in these activities to support our outreach efforts.

Many local churches love to tell the story of what they are doing in the community to transform lives. Some have identified certain aspects of their witness into the wider community using language shared with other UCC congregations. (Find more information as desired at ucc.org.) Check any statements below that apply to your UCC faith community.

- | | |
|--|--|
| <input type="checkbox"/> Accessible to All (A2A) | <input type="checkbox"/> Just Peace |
| <input type="checkbox"/> Creation Justice | <input type="checkbox"/> Global Mission Church |
| <input type="checkbox"/> Economic Justice | <input checked="" type="checkbox"/> Open and Affirming (ONA) |
| <input type="checkbox"/> Faithful and Welcoming | <input type="checkbox"/> WISE Congregation for Mental Health |
| <input checked="" type="checkbox"/> God Is Still Speaking (GISS) | <input type="checkbox"/> Other UCC designations: |
| <input type="checkbox"/> Border and Immigrant Justice | <input type="checkbox"/> Designations from other denominations |
| <input type="checkbox"/> Inter-cultural/Multi-racial (I'M) | <input type="checkbox"/> None |

Reflect on what the above statement(s) mean(s) to your community. Is your congregation interested in working toward any of the above statements of witness in the near future?

Salem became Open and Affirming (ONA) in January 2017. It was of significance for Salem because it was very much aligned with our Mission Statement that we give "Witness to the word and works of Jesus that *all* people may know the welcome of God..." and know the joy of a relationship with God and God's people. We are called to learn how to become more affirming.

God Is Still Speaking (GISS): Salem embraced the advertising and marketing campaign of GISS and all the tenets thereof. Salem members visibly showed their support and acceptance through lawn signs, t-shirts, and bumper stickers. Salem embraced the idea in this campaign that Jesus never turned anyone away and that no human label should bar anyone from membership in the UCC.

Salem's Capital Campaign and building project made the church accessible to all people who wanted to participate in the life of Salem. The project provided access to all floors at Salem and made all restrooms handicap accessible.

Describe your congregation's participation in ecumenical and interfaith activities (with other denominations and religious groups, local and regional).

Our former Pastor and Music Director collaborated with ministers from three other denominations in Verona for an ecumenical Thanksgiving service. Responsibility for the leadership of the service rotates to a different pastor each year. Our expectation is that our new settled Pastor would participate in this service.

If your congregation has a mission statement, how does that mission statement compare to the actual time spent engaging in different activities? Think of the range of activities from time spent gathering, to governance, to time spent going out.

Salem's Mission Statement (stated in section 2) reflects how we strive to offer our ministry. Our Committees/Boards help us to identify what things we can do to carry out our mission as a church. Through the congregational input process, we gained a deeper understanding of just how important it is to Salem to be a welcoming and friendly church. While many of our members already view Salem as welcoming and friendly, we see a need to explore other ways that can make our invitation even more extravagant in our hospitality. As described earlier, we have more work to do in our outreach efforts.

Reflect on the scope of work assigned to your pastor(s). How is their community ministry and their ministry in and on behalf of the wider church accounted for in the congregation's expectations on their time?

Much of the community ministry that Salem offers comes from the actions and organizational effort by members of the congregation. We expect the pastor to focus on worship, leadership, and being our representative. While the pastor should be active within the community, we seek an individual who can inspire and develop leadership skills within our congregation.

4b. MISSION InSite

Comment on your congregation's MissionInsite report with data for your neighborhood(s) or area. What trends and opportunities are shown?

Verona is a quickly-growing suburb of Madison, with a great school district and one notable large employer in Epic Systems, a medical software company. The city expects that 800 to 1000 apartment units will open in Verona within the next year, some of them in our own neighborhood, along with ongoing construction of single-family homes. We anticipate great opportunity for congregational growth as the greater Verona area population increases. See <https://www.ci.verona.wi.us/479/Development-Projects> for more details.

How do your congregation's internal demographics compare or contrast to a) the neighborhoods adjacent to your church, and b) other neighborhoods with which your church connects?

The Verona community and the Salem congregation demographics are fairly in line; however, the age of the congregation is higher than the average age of Verona. It should be noted that a segment of our members live outside the city of Verona. Our children attend school in several different districts.

How are the demographics of the community currently shaping ministry, or not?

The current demographics have not shaped our ministry. We have an incredible opportunity to reshape our ministry and outreach to respond to the changes in demographics.

What do you hear when you talk to community leaders and ask them what your church is known for?

One city council member shared that he knew Mark (our previous pastor) was long time pastor at Salem and a lot of people attend there or have, also that Salem is a community-based congregation.

Our bank representative knows of us as an active church, and shared that “As a member of our Verona community Salem has maintained a good balance since opening their account in 2010.

Marcia Kasieta (retired Executive Director) from the Badger Prairie Needs Network called Salem, “a strong and vibrant congregation of highly energetic and compassionate people” and that we “live our faith daily - out in the community and among those with the greatest need.”

Kristie Goforth (Executive Director) from Free Bikes for Kids called Salem, “heartwarming, inspiring, and essential” and that “it’s clear that Salem UCC is deeply committed to helping others, fostering growth of thoughtful youth, and assisting in providing basic needs to those who are in need.”

What do new people in the church say when asked what got them involved?

People have noted that they like the Open and Affirming policy, the warmth and sincerity of the people, and the nametag policy that helps newer members know people and remember names. Others were invited by friends or were attracted by our music program.

The following pages offer a by-the-numbers view of Verona and our surrounding area. Although our youth attend at least 7 different school districts, the demographics shown here for the Verona Area School District reasonably describe our congregation as well.

MissionInsite Report: Verona Area School District

The FullInsite Report

Prepared for: Wisconsin Conference UCC
 Study area: Geography: Cities - Verona (WI) High Schools - VERONA AREA HIGH (WI)

Base State: WI
 Current Year Estimate: 2021
 5 Year Projection: 2026
 10 Year Forecast: 2031
 Date: 6/8/2022
 Semi-Annual Projection: Summer

About the FullInsite Report

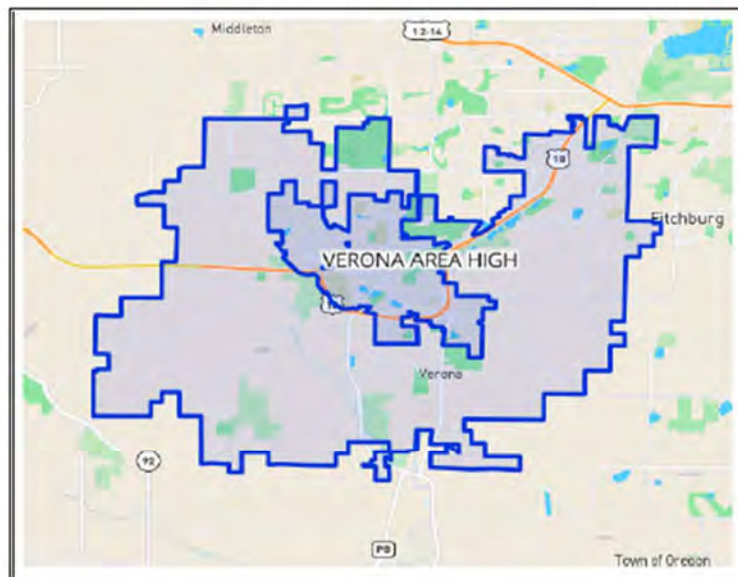
The FullInsite report is designed to provide an extensive demographic portrait of a user defined geographic area. The FullInsite integrates the full array of 2010 Census Data, the latest American Community Survey data and the new Experian Mosaic cluster system!

The FullInsite report is divided into three sections, each providing a different approach to the data. Careful consideration is given to readability and graphic treatment. The hope is that the information it presents will be more accessible to the reader.

Three Sections

- The StoryView Report presents 9 demographic indicators of your study area.
- The TrendView provides four graphs that reflect the more significant demographic trends that will shape the study area in the 5 to 10 year future.
- The ThemeView Report provides a wealth of demographic detail across six themes: People, Households, Families, Diversity, Housing and Work.

THE STUDY AREA



More Information

Please refer to the last page of the report for additional notes and interpretation aides in reading the report.

Sources: US Census Bureau, Synergis Technologies Inc., Experian, DecisionInsite/MissionInsite

Page 1

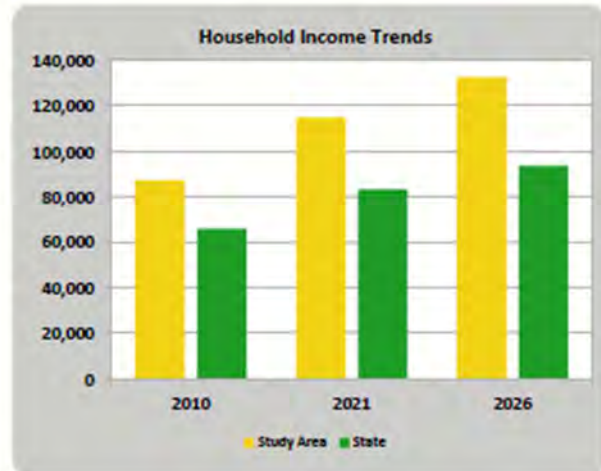
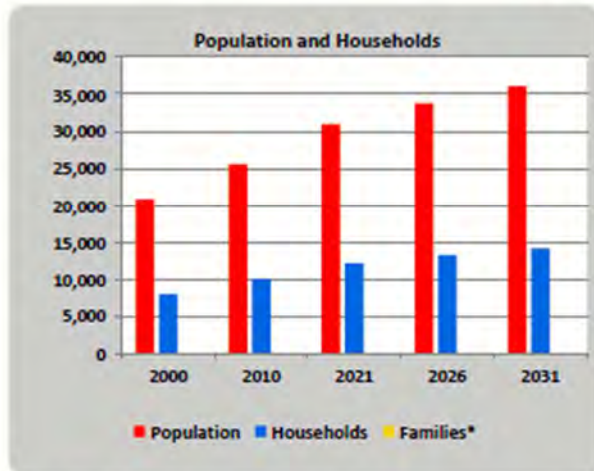
TrendView

Significant Demographic Estimates and Projections

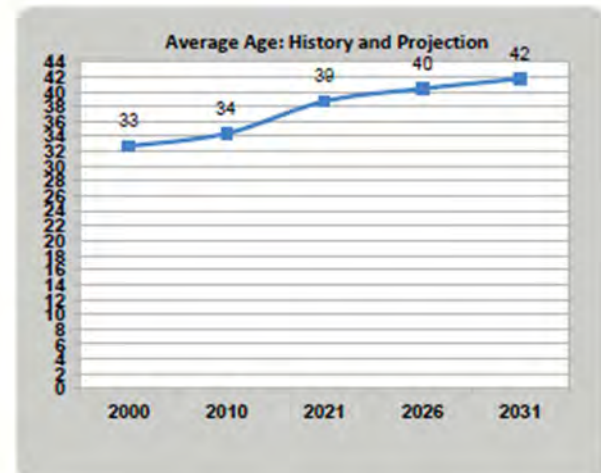
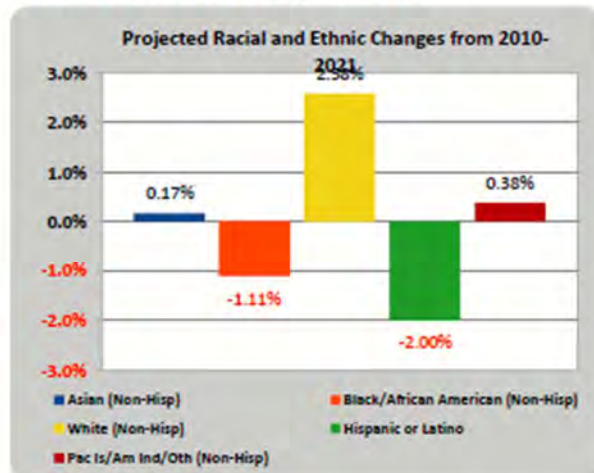
Prepared for: Wisconsin Conference UCC

Study Area: Geography: Cities - Verona (WI) High Schools - VERONA AREA HIGH (WI)

Base State: WI
Date of Report: 6/8/2022



NOTE: Family Household data is not projected out 10 years.



ThemeView

Demographic Descriptions of the Study Area

Prepared for: Wisconsin Conference UCC

Study Area: Geography: Cities - Verona (WI) High Schools - VERONA AREA HIGH (WI)

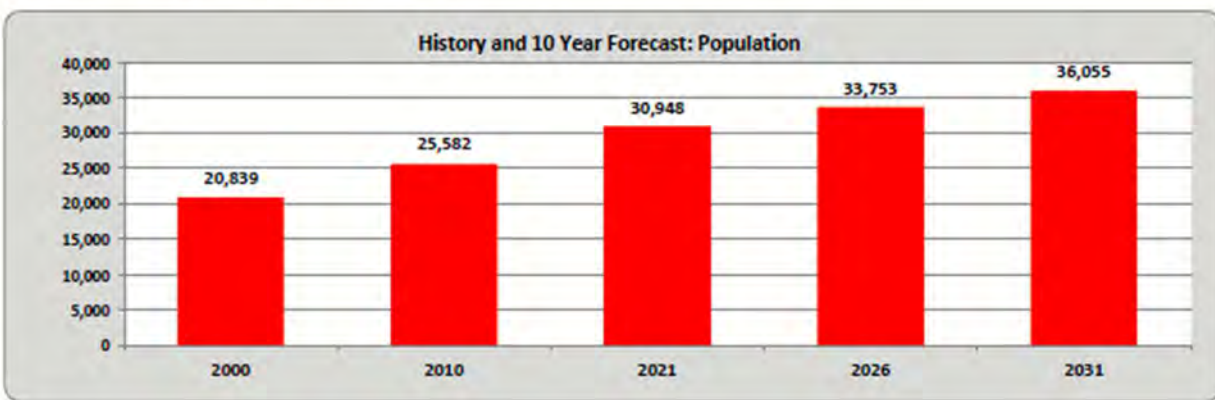
Base State: WI

Date of Report: 6/8/2022

People and Change

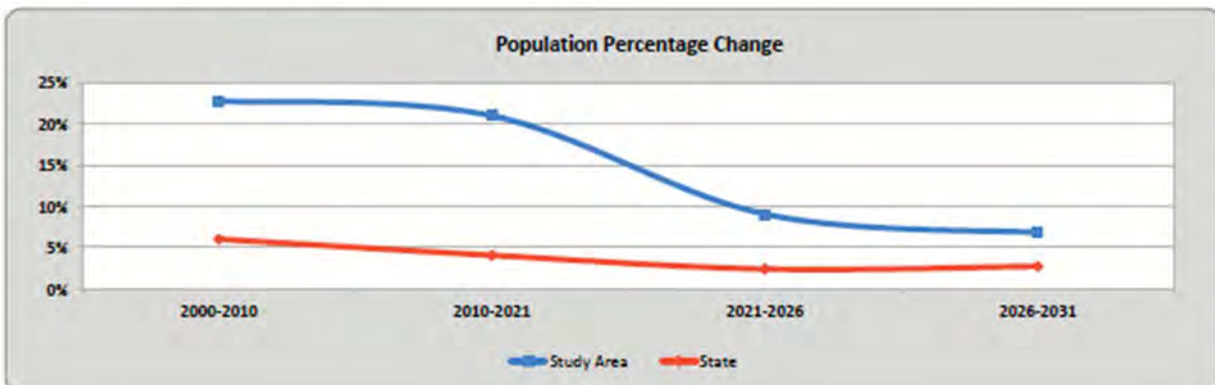
Population is the most basic demographic characteristic. It indicates how many persons reside within an area and how that total changes over time, including a current estimate and, 5 and 10 year forecast.

Population History with 5 and 10 Year Projected Change



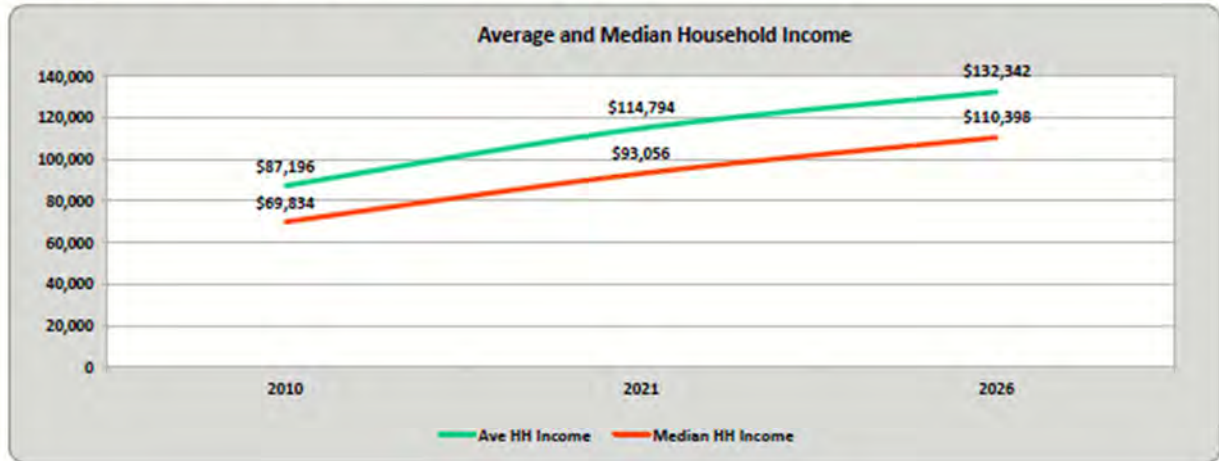
Population Trends	2000	2010	2021	2026	2031
Study Area Population	20,839	25,582	30,948	33,753	36,055
Population Change		4,743	5,366	2,805	2,302
Percent Change		22.76%	20.98%	9.06%	6.82%
State Population	5,363,677	5,686,986	5,918,467	6,060,900	6,226,513
Population Change		323,309	231,481	142,433	165,613
Percent Change		6.03%	4.07%	2.41%	2.73%

Projected Percentage Population Change: Comparison of Study Area to State



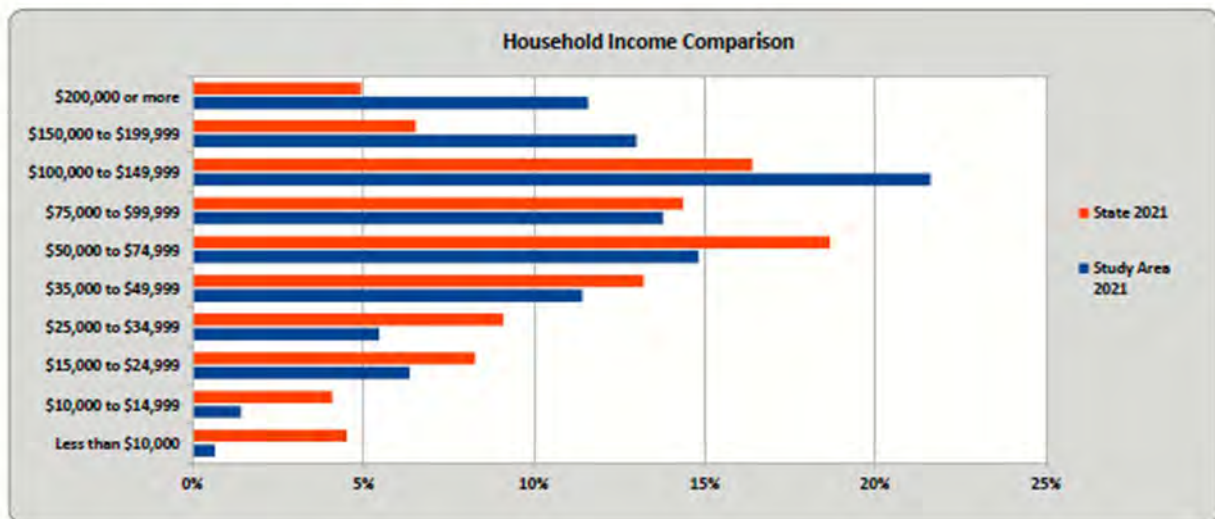
Households by Income

Average and Median Household Income Trends



Household Income Trends	2010	2021	2026
Study Area: Average HH Income	87,196	114,794	132,342
Households Change		27,598	17,547
Percent Change		31.65%	15.29%
Study Area: Median HH Income	69,834	93,056	110,398
Per Capita Income	34,160	44,956	51,863
Per Capita Income Change		10,796	6,909
Percent Change		31.60%	15.37%
State Average HH Income	65,568	83,337	93,703
Households Change		17,769	10,368
Percent Change		27.10%	12.44%
Average HH Income Comparative Index	133	138	141

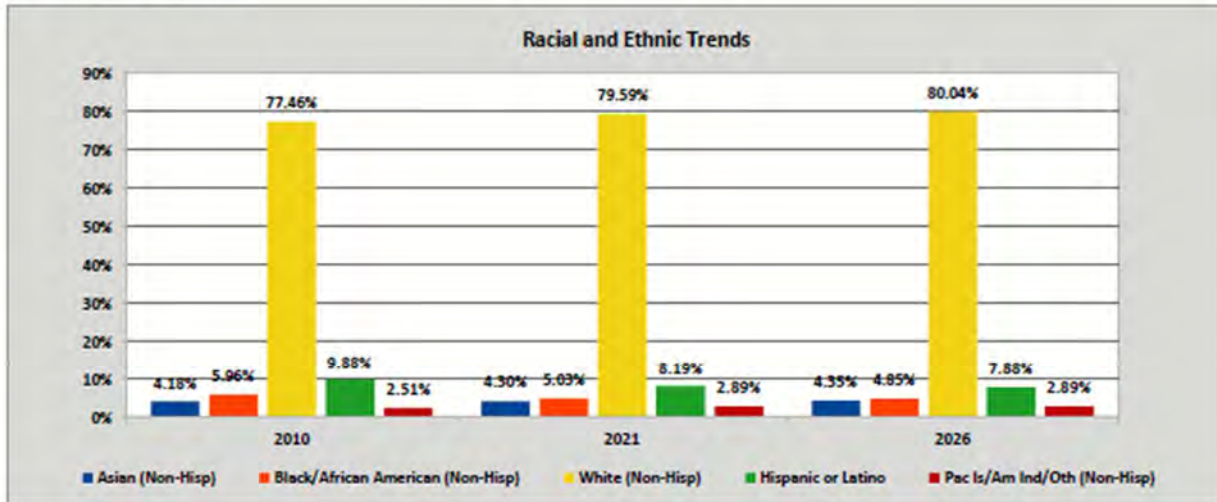
Current Year Estimated Household Income Comparison to State



Diversity: Race and Ethnicity

The diversity of a community is shaped by the racial/ethnicity of the people who reside in it but also people's age, income and education, career choices and geographic location.

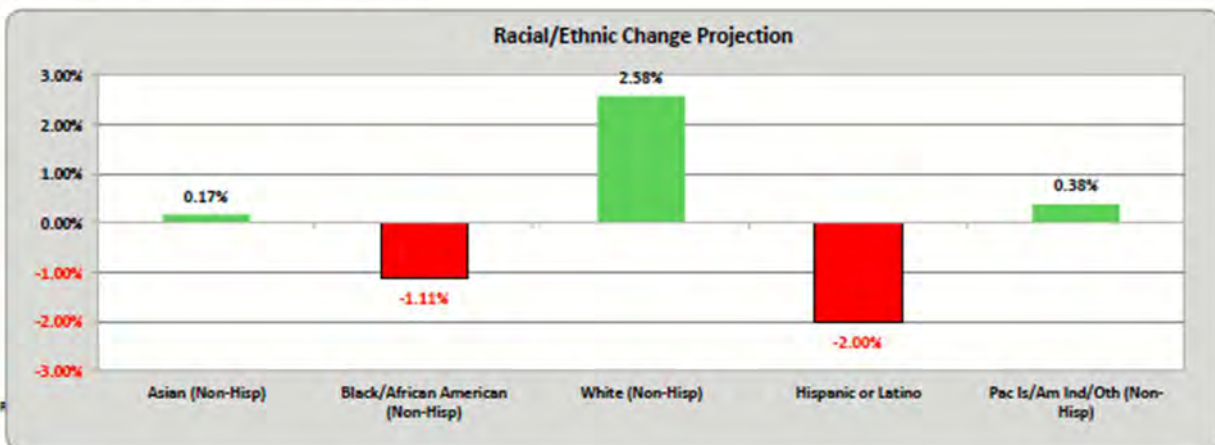
Racial Ethnic Trend Projections



	Study Area							WI 2021	Comp Index CY
	2010		2021		2026		5 Yr Chg		
Racial/Ethnic Trends									
Asian (Non-Hisp)	1,070	4.18%	1,332	4.30%	1,468	4.35%	0.05%	2.51%	172
Black/African American (Non-Hisp)	1,525	5.96%	1,556	5.03%	1,636	4.85%	-0.18%	6.05%	83
White (Non-Hisp)	19,816	77.46%	24,632	79.59%	27,015	80.04%	0.45%	82.66%	96
Hispanic or Latino	2,328	9.88%	2,536	8.19%	2,659	7.88%	-0.32%	6.18%	132
Pac Is/Am Ind/Oth (Non-Hisp)	643	2.51%	893	2.89%	975	2.89%	0.00%	2.59%	111
Totals:	25,582	100.00%	30,949	100.00%	33,753	100.00%		100.00%	

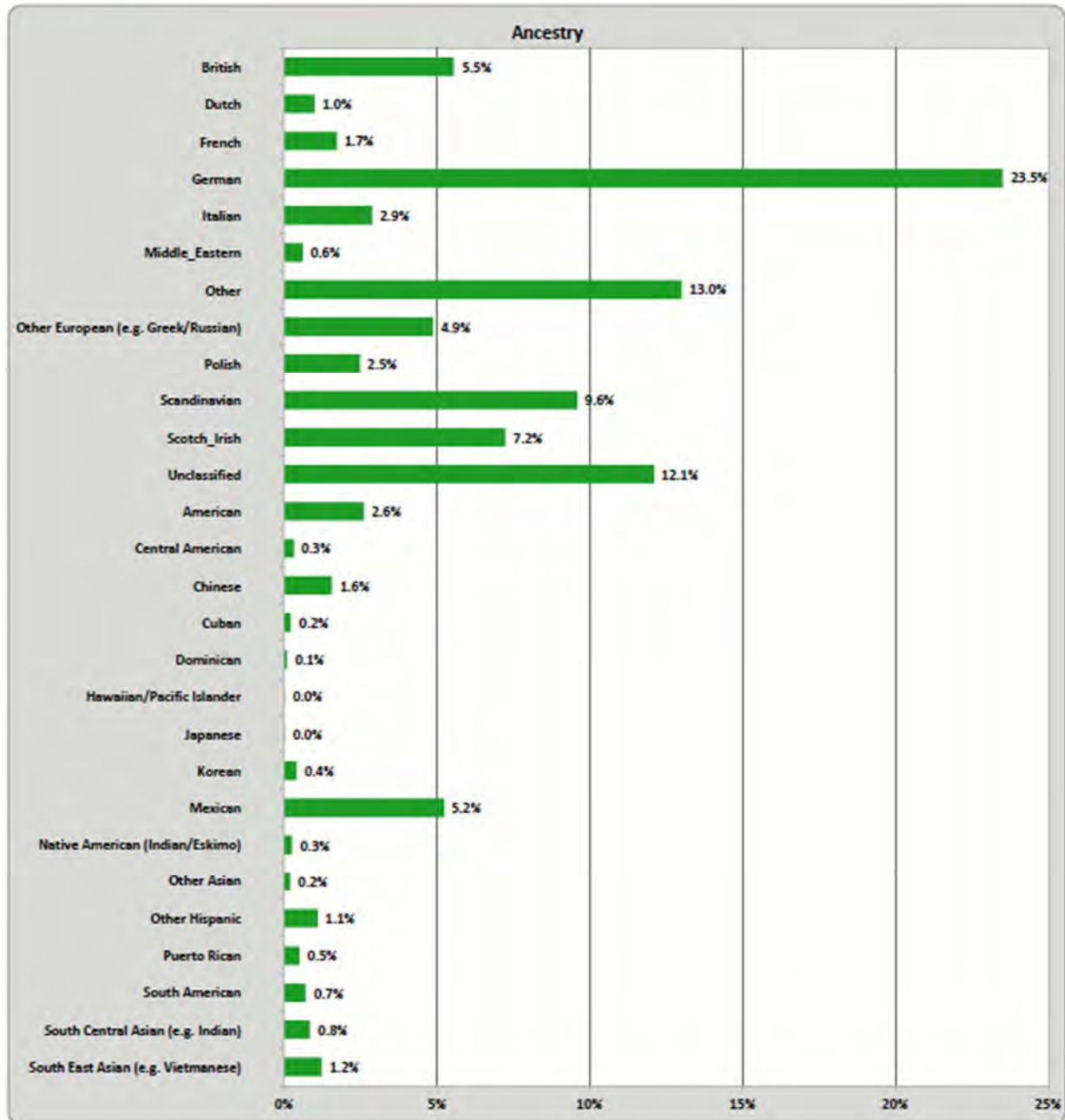
NOTE: Race and ethnicity breakouts are based upon Census Bureau categories. Only those groups for which the Bureau provides extended detail can be reported.

Racial/Ethnic Change Projection from Census 2010 to 2026



Diversity: Ancestry

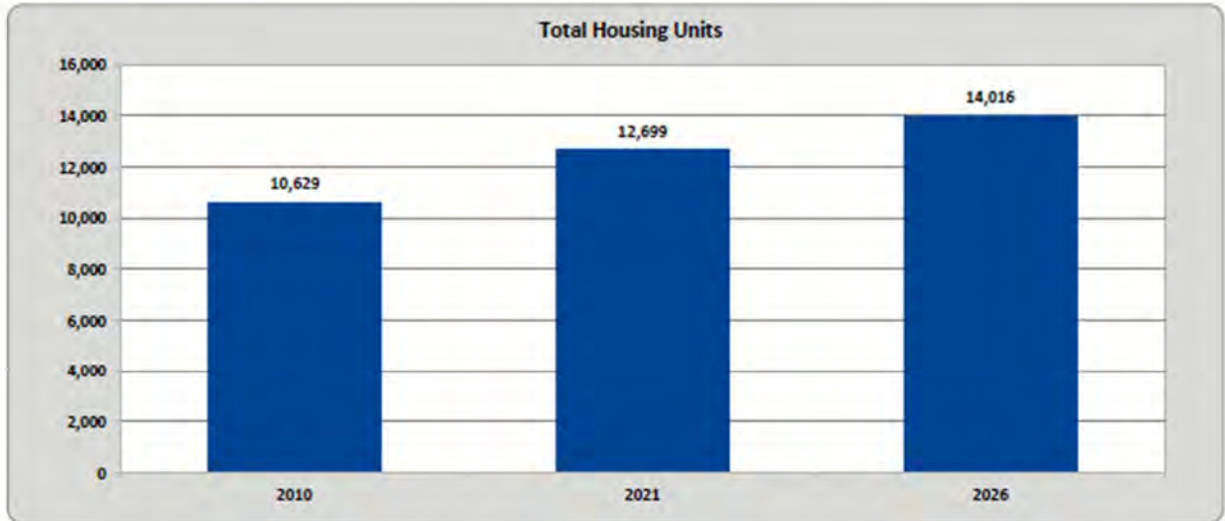
Population by Ancestry: 2021



Housing

Housing encompasses the number of housing units historically, presently and to some extent in the future within the study area.

Trends in Housing Since 2010

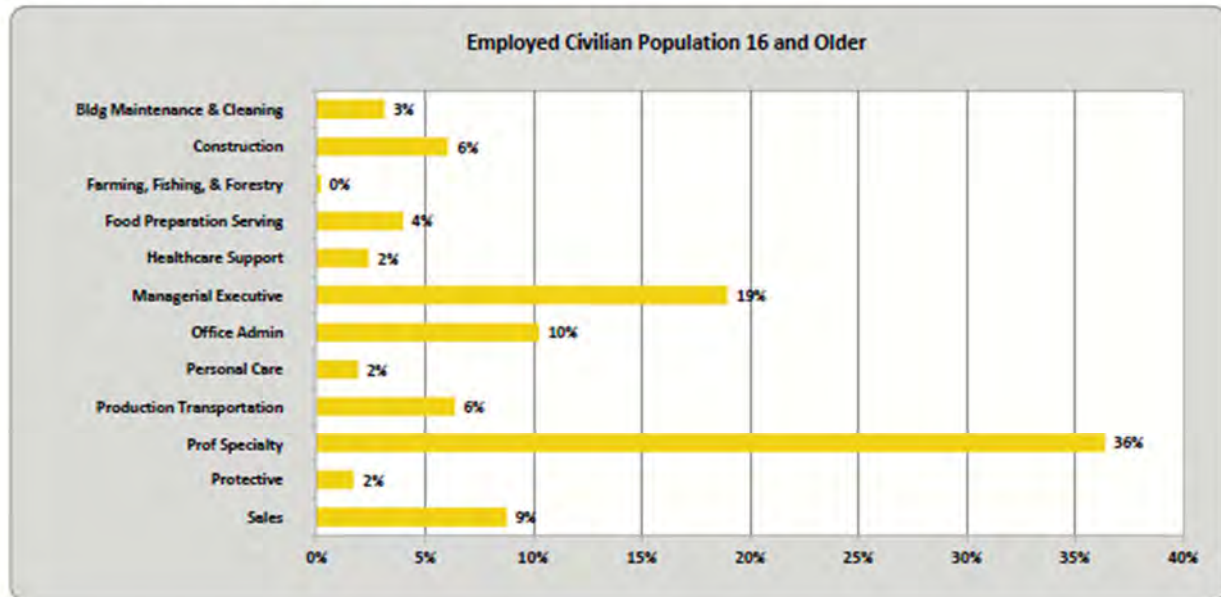


	2010	2021	2026
Housing Units	10,629	12,699	14,016
Family Households Change		2,070	1,317
Percent Change		19.48%	10.37%

	2010		Study Area 2021		2026	5 Yr Chg	W1 2021	Comp Index CY
Housing by Occupancy								
Occupied	10,022	94.28%	12,120	95.44%	13,405	95.64%	0.20%	88.28% 108
Vacant	608	5.72%	579	4.56%	611	4.36%	-0.20%	11.72% 37
Totals:	10,630	100.00%	12,699	100.00%	14,016	100.00%		100.00%
Housing by Type of Occupancy								
Owner Occupied	6,368	63.54%	7,685	63.41%	8,662	64.62%	1.21%	68.17% 93
Renter Occupied	3,654	36.46%	4,435	36.59%	4,743	35.38%	-1.21%	31.83% 115
Totals:	10,022	100.00%	12,120	100.00%	13,405	100.00%		100.00%

Work

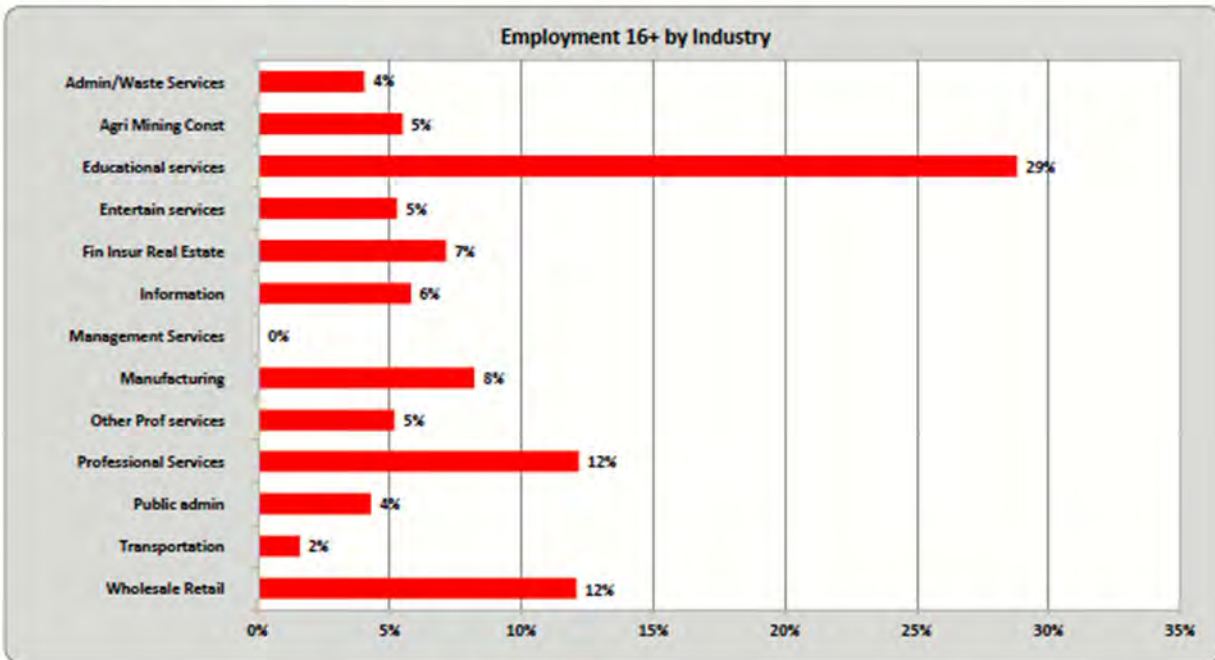
Employed Civilian Population by Occupation: 2021



	Study Area		State of WI		Comp Index CY
Employed Civilian Pop 16+ by Occupation	2021		2021		
Bldg Maintenance & Cleaning	370	3.13%	100,430	3.28%	95
Construction	1,103	6.06%	235,045	7.68%	79
Farming, Fishing, & Forestry	34	0.19%	28,784	0.94%	10
Food Preparation Serving	722	3.97%	166,158	5.43%	71
Healthcare Support	433	2.38%	112,631	3.68%	61
Managerial Executive	3,451	18.96%	457,335	14.95%	127
Office Admin	1,864	10.24%	351,804	11.50%	89
Personal Care	348	1.91%	73,441	2.40%	10
Production Transportation	1,157	6.36%	340,261	17.66%	21
Prof Specialty	6,623	36.38%	663,667	21.70%	168
Protective	310	1.70%	48,288	1.58%	108
Sales	1,591	8.74%	281,180	9.19%	95
Totals:	18,206	100.00%	3,059,024	100.00%	
Workers 16+: Home or Away					
Worked at Home	780	4.28%	131,193	4.29%	100
Worked away from Home	17,425	95.72%	2,927,831	95.71%	100
Totals:	18,205	100.00%	3,059,024	100.00%	
Workers 16+: Transport to Work					
Bicycle	96	0.53%	21,963	0.73%	71
Car, Truck, or Van: Carpooled	1,902	10.92%	250,521	8.36%	128
Car, Truck, or Van: Drove Alone	14,577	83.66%	2,477,604	84.62%	99
Motorcycle	29	0.17%	7,255	0.25%	67
Other Means	48	0.28%	16,990	0.58%	47
Walked	510	2.93%	95,591	3.26%	10
Public Trans Excluding Taxi Cab	263	1.51%	55,150	1.88%	20
Taxi Cab	0	0.00%	2,757	0.09%	0
Totals:	17,425	100.00%	2,927,831	100.00%	

Work

Employed Pop 16+ by Industry: 2021



Employed Civilian Pop 16+ by Industry	Study Area 2021		State of WI 2021		Comp Index CY
Admin/Waste Services	733	4.03%	99,636	3.26%	124
Agri Mining Const	997	5.48%	248,121	8.11%	61
Educational services	5,242	28.79%	715,771	23.40%	123
Entertain services	959	5.27%	254,630	8.32%	91
Fin Insur Real Estate	1,298	7.13%	186,671	6.10%	117
Information	1,054	5.79%	48,200	1.58%	367
Management Services	8	0.04%	4,753	0.16%	11
Manufacturing	1,492	8.20%	558,831	18.27%	47
Other Prof services	943	5.18%	127,731	4.18%	124
Professional Services	2,217	12.18%	151,805	4.96%	245
Public admin	777	4.27%	105,311	3.44%	124
Transportation	286	1.57%	139,051	4.55%	17
Wholesale Retail	2,199	12.08%	418,513	13.68%	11
Totals:	18,205	100.00%	3,059,024	100.00%	
Work Place Population Estimates					
Workplace Employees (Full Time Employees)	11,486	93.05%	2,712,517	94.43%	99
Workplace Establishments	858	6.95%	160,121	5.57%	125
Totals:	12,344	100.00%	2,872,638	100.00%	

Supporting Information

Interpreting the Report

The FullInsite report is formatted to help you interpret data at a glance.

Change over time: Several trend tables have a column indicating a change over time. Generally, these tables begin with the last census, include the current year estimate, a five year projection and if available, a 10 year forecast. The data in each cell represents a percentage change up or down.

Color Coding: Both the "Change over Time" and "Comparative Indexes" columns are color coded to easily spot any change and the direction of that change.

Change:	Increasing	Stable	Declining
Index:	Above Ave.	Ave.	Below Ave.

Variable Definitions

Full variable definitions can be found in the MI Demographic Reference Guide. Download it free from the Help/Documents menu located on the map screen of your study area on the MissionInsite website.

Indexes: Some variables will have a column called "Comparative Index." An index is an easy way to compare a study area with a larger area. For this report, all comparisons are with the state or states within which the study area falls. The indexes can be interpreted as follows.

- Indexes of 100 mean the study area variable is the same as its base area.
- Indexes greater than 100 mean the study area variable is above the base area. The higher the number, the greater it is above the base.
- Indexes less than 100 mean the study area variable is below the base area. The lower the number, the greater it is below the base.

Support

If you need support with this report, please email MissionInsite at misupport@missioninsite.com.

5. REFERENCES

REFERENCE 1

Marcia Kasieta
Executive Director (retired 2022)
Badger Prairie Needs Network
608-347-1571 / mk@bpnn.org
Mission partner

REFERENCE 2

Kristie Goforth
Executive Director
Free Bikes 4 Kidz
608-444-8641/ kristie@FB4KMadison.org
Mission partner

REFERENCE 3

Rev. Laura D. Kolden
Pastor
First UCC Belleville, WI
608.220.4983 / ldkolden@gmail.com
Former Associate in Ministry/ Director of Youth Ministry, Salem UCC

July 6, 2022



Dear Prospective Applicant,

As someone with firsthand experience working and building relationships alongside members of Salem United Church of Christ, I am thrilled to share more about this wonderful congregation.

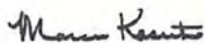
I am the recently retired executive director of the Badger Prairie Needs Network (BPNN), a nonprofit focused on ending hunger and fighting poverty locally. Our organization was started by Salem UCC in 1986. In the early years, parish members funded and staffed a small food pantry that served several dozen local families. This outreach effort filled a critical gap in the local safety net, making it possible for individuals to stay in the community and create stability for their families during times of hardship.

Over the next 36 years, BPNN incorporated as a 501c3 independent nonprofit; expanded services to include community meals, food recovery, and free legal assistance; grew its volunteer base to over 1,000; and established itself as one of Dane County's busiest food pantries. Through it all, Salem UCC has supported this growth with financial contributions, food drives (including hundreds of holiday meal baskets and birthday celebration kits), and most especially - with the commitment of many talented individuals who have served in key leadership positions, including the pastor as BPNN's board president, several amazing food pantry directors, and dozens of people who fill regular shifts in critical areas.

I can honestly say, we have always felt a special kinship with our original faith family. Should you accept a call to serve at Salem UCC, you will be joining a strong and vibrant congregation of highly energetic and compassionate people. These folks live their faith daily - out in the community and among those with the greatest need.

All that said, I could not speak higher praise of Salem United Church of Christ in Verona. It has been a pleasure to work with them over the years, and a gift to partner with them on ending hunger locally. I hope this letter captures the feeling of what I consider one of our community's "small but mighty" churches making an outsized impact. Please feel free to reach out if I can answer any questions you might have.

Sincerely,



Marcia Kasiet, MS
Executive Director (retired)
Badger Prairie Needs Network
1200 E Verona Ave.
Verona, WI 53593
608-347-1571
www.BPNN.org

NEIGHBORS HELPING NEIGHBORS

1200 E. Verona Avenue • Verona, WI 53593



PO BOX 6594 | MADISON, WI 53716 | FB4KMadison.org

June 2, 2022

To Whom it May Concern,

Free Bikes 4 Kidz Madison is rooted in our support from the community through our volunteer army that is passionate about our mission to see that everyone has access to bicycles. Salem United has been one of these exceptional organizations helping us to make a difference here in Dane County.

From sending groups of youth to help us giveaway bikes to hosting donation drives for helmets and bicycles, the showing of support from Salem UCC has been heartwarming, inspiring, and essential. Our Board Chair was invited to present to the youth group and he was so impressed with their questions and willingness to learn and help others who have less.

It's clear that Salem UCC is deeply committed to helping others, fostering growth of thoughtful youth, and assisting in providing basic needs to those who are in need. We hope to continue this valuable partnership well into the future and we are grateful and honored to have the support and dedication of your community.

All the best,



Kristie Goforth, Executive Director
Kristie@FB4KMadison.org
(608) 444-8641





Friends,

The pastoral search committee of Salem United Church of Christ, Verona, WI has asked me to provide a letter of reference for their congregational profile and I am delighted to do so. By way of introduction, my husband and I were members of Salem from 2006-2018 when I accepted a position as the "Associate in Ministry" with primary responsibilities for developing the Youth ministry program. The congregation and Rev. Dr. Mark Yurs were extremely supportive in providing me with additional opportunities to expand my ministry at Salem while discerning and preparing for ordination in the United Church of Christ.

Salem UCC is a warm, loving, joy-filled and generous congregation. They are receptive to new ideas that foster growth and faith while building upon their strong traditions of hospitality and fellowship, worship, faith formation, music, mission, and mutual care. People are Salem's greatest asset. They care for one another with deep compassion, and support the staff and ministers that serve them, equally well.

The congregation has a deep commitment to nurturing the faith of children and youth. During my tenure, the 6th-12th grade youth program flourished in no small part because of the mentoring of a dedicated Youth Ministry Team, adult volunteers, and congregational and support. Sunday school and Sunday evening youth gatherings provided youth with sacred space to develop strong relationships with one another and mentoring adults as they explored and deepened their relationship with God. Youth Sundays became an eagerly anticipated worship experience for the whole congregation as youth learned to plan creative worship that included prophetic preaching and communion. Annual SALT trips (Serving And Learning Together – Matt. 5:13) provided transformative experiences for both youth and leaders, enthusiastically supported by the congregation with prayer and generosity that made the trips financially possible for everyone. These trips included immersion experiences for middle school youth in Madison and Milwaukee, trips to Cleveland, West Virginia, Colorado, and Back Bay Mission (Mississippi) for high schoolers, interspersed with National and Regional Youth events. The youth prepared a summer worship service each year to share their experiences. I saw this inspire the congregation to become more involved in mission and outreach opportunities and empowered the youth to become more active in the church. Like many churches, Salem has been challenged by declining numbers and busy family schedules. However, I am so proud to see that the youth program continues to be a vital, active part of the church's ministry.

Faith formation for children and for adults has a similarly strong tradition. Sunday School, special programs such as a Christmas pageant, a Holy Week pilgrimage, and Vacation Bible

School, and a children's choir have creatively evolved to nurture faith and relationships in ways that meet the changing needs of families. Men and women's small groups, adult Sunday school, and topical studies reveal the congregation's holy curiosity in exploring issues of social justice in the context of faith and scripture. The church's desire to support and strengthen these programs was evident in the hiring of a Christian Education Director several years ago. Sarah Pundt's deep commitment to the church, her thoughtful and theologically informed planning, and her perceptive understandings of people's needs have blessed and enriched congregational life and faith formation.

Another growing edge I saw in my years at Salem was an increased involvement in mission and outreach. The church has always been generous in its commitment to missional giving, including blanket and Thanksgiving basket drives and denominational and special offerings. Over time, I saw personal participation in mission opportunities grow and expand; providing meals for the UW Crossing campus ministry, volunteering at the local food pantry, the CROP walk, and an adult SALT trip to Back Bay Mission are just a few examples.

Salem's worship life has a tradition of strong preaching, and exceptional music. The choirs and gifted directors are an energetic and joyful addition to Sunday morning worship. In recent years, a small group tending to the visual arts have further enhanced the worship experience. The church greatly valued the pastor's liturgy and preaching, and I am grateful for their gracious encouragement of my own developing worship style and preaching. All this makes worship at Salem the creative and holy work of the people, the centerpiece of their life together.

Woven throughout the life of the congregation are rich friendships and vibrant fellowship. The desire to be more intentional about inclusive hospitality was expressed in the conversations leading to the recent vote to become a Welcoming and Affirming Congregation. With joy, I have seen the congregation enfold new members of diverse faith backgrounds into the well-acquainted circle of long-term members.

There is so much more I could say about my love and appreciation for Salem and its people, but their profile will speak for itself. There are challenges ahead as they seek to find new ways to be the church in changing times, but they are well-equipped and eager to do so. The congregation has been lovingly guided and thoughtfully prepared for the transition to new pastoral leadership by their former pastor at the close of his thirty years of ministry. They are supported by effective congregational leadership, committed staff, and their strong affiliation with the Southwest Association, the Wisconsin Conference, and many neighboring UCC churches.

The Salem congregation is ready, willing, and able to embark upon a new direction in their journey of life and faith with the pastor who will be deeply blessed to receive their call.

In great hope, prayer, and blessing,



Rev. Laura D. Kolden

6. CLOSING THOUGHTS

- a. CLOSING PRAYER
- b. STATEMENT OF CONSENT
- c. CONFERENCE/ASSOCIATION VALIDATION

6a. CLOSING PRAYER

Ezekiel 17:22-24

²²Thus says the Lord God: I myself will take a sprig from the lofty top of a cedar; I will set it out. I will break off a tender one from the topmost of its young twigs; I myself will plant it on a high and lofty mountain. ²³On the mountain height of Israel I will plant it, in order that it may produce boughs and bear fruit, and become a noble cedar. Under it every kind of bird will live; in the shade of its branches will nest winged creatures of every kind. ²⁴All the trees of the field shall know that I am the Lord. I bring low the high tree, I make high the low tree; I dry up the green tree and make the dry tree flourish. I the Lord have spoken; I will accomplish it.

Prayer

O gracious and loving God we believe in the promise that You made to ancient Israel in Ezekiel. That you will bring protection and prosperity to those who live with You. We give thanks for this promise. A promise that imagines a new way forward and we hold that promise close to our hearts; a promise that preserves continuity with the old but shows us a way that creates something new.

We have great hope and reassurance from this text that you are in control, the One who takes, sets, breaks off, plants and makes flourish. We rejoice over your faithfulness to ancient Israel, as you are faithful to us.

Ezekiel's words bring comfort, that You have a plan for us to express something new. Our prayer is that You will take what is present, and expand it into something new through someone who hears and answers Salem's call. Someone, who can help us carry out Your plan, who walks with us in faith, who shares Your love with us and who shares Your love with the wider community through faithful discipleship in Christ.

O' Lord we give thanks for the gifts that You have given each member on our search committee. Gifts that helped us shape this church profile. You have blessed us. And may Your blessings and Holy Spirit continue to be with us, as we look forward to what is new. Amen.

6b. STATEMENT OF CONSENT

The covenantal relationship between a church and those called by that church to serve as pastors and teachers and in other ministerial positions is strengthened when vital information is openly shared by covenantal partners. To that end, we attest that, to the best of our abilities, we have provided information in this profile that accurately represents our church. We have not knowingly withheld any information that would be helpful to candidates.

As the committee charged with the responsibility for identifying and recommending a suitable new minister for our church, we have been authorized to share the information herein with potential candidates. We understand that a candidate may wish to secure further knowledge, information, and opinions about our church. We encourage a candidate to do so, recognizing that an open exchange of relevant information builds the foundation for continuing and healthy relationships between calling bodies and persons seeking a ministry position.

Which individuals and groups in the church contributed to the contents of this Local Church Profile?

Pastor Search Committee

Jonathan Pundt, Chair

Krista Nechvatal

Angelika Pegel-Quade

Karen Williams

Kathy Hauser

Brad Bergin

Brian Winterle

Interim Pastor Tom Robinson

Julie Adams, Treasurer

Broad Congregational input, including the Council

6c. VALIDATION BY CONFERENCE/ASSOCIATION

The congregation is currently in good standing with the association / conference named.

Staff Comment:

To the best of my knowledge, ministerial history information is complete.

Staff Comment:

To the best of my knowledge, available church financial information is presented thoroughly.

Staff Comment:

My signature below attests to the above three items.

Signature:



Name / Title: Rev. Rachel Bauman/Associate Conference Minister

Email: rbauman@wcucc.org

Phone: 608-630-2992

Date: November 17, 2022

“Jesus answered them, ‘Have faith in God!’” – Mark 11:22

